

FINANCIAL AND REVENUE ADMINISTRATION

Comptroller of the Treasury

State Treasurer

State Department of Assessments and Taxation

State Lottery Agency

Property Tax Assessment Appeals Boards

Registers of Wills

COMPTROLLER OF MARYLAND

MISSION

The Comptroller of Maryland provides executive leadership for Maryland's financial management services. The Comptroller is accountable for the fair and efficient collection of taxes, regulation of businesses, accurate forecasting and accounting of revenues and expenses, and the provision of technological services to State agencies.

VISION

The Comptroller of Maryland will achieve a favorable national reputation for the for fiscal management of the State by providing superior tax, regulatory, and technological services that promote the prosperity of the people and businesses of Maryland.

KEY GOALS, OBJECTIVES, AND PERFORMANC MEASURES

Goal 1. Provide public services in ways that achieve the highest level of individual and business customer satisfaction.

Objective 1.1 Implement alternative methods for customers to file tax returns and make tax payments.

Objective 1.2 Provide customers with enhanced, convenient access to services through the use of Internet applications, the Comptroller's branch offices, improved telecommunications, improved methods for data transfers, and by establishing a formal taxpayer liaison office for problem resolution.

Goal 2. Take advantage of existing and emerging information technology applications to enhance business processes that currently use little or no technology, and improve the infrastructure for efficient implementation of these new technologies.

Objective 2.1 Expand and/or implement e-government services through enhanced Internet, Intranet, and Extranet applications.

Objective 2.2 Implement data warehousing technology to store and analyze large amounts of data from several sources.

Objective 2.3 Increase use of electronic file transfers, document imaging, and alternative tax payment and return processing methods.

Objective 2.4 Enhance infrastructure, including mainframe and related disaster recovery capabilities. Continue to use the latest security protection technology and local area network services.

Goal 3. To be a competitive and desirable employer which develops and retains a diverse and competent workforce providing excellent service to individuals, businesses, and government.

Objective 3.1 Implement an employee development program that responds to staffing needs, especially in higher technical and management positions.

Objective 3.2 Maximize the attractiveness of the Comptroller's Office as an employer by promoting career opportunities, expanding direct hire from the marketplace, and offering flexible employee initiatives.

Objective 3.3 Design a comprehensive training program with dedicated staff and resources.

Goal 4. Vigorously enforce tax laws essential to the fair treatment of all taxpayers.

Objective 4.1 Implement data warehousing to increase effectiveness of matching and audit selection programs.

Objective 4.2 Continue aggressive compliance efforts by Field Enforcement Division of use tax enforcement, cigarette smuggling interdiction, and fuel tax evasion interdiction.

COMPTROLLER OF MARYLAND

SUMMARY OF COMPTROLLER OF MARYLAND

	2002 Actual	2003 Appropriation	2004 Allowance
Total Number of Authorized Positions.....	1,151.70	1,125.70	1,125.70
Total Number of Contractual Positions.....	25.20	28.60	25.40
Salaries, Wages and Fringe Benefits.....	59,564,096	59,567,246	60,319,765
Technical and Special Fees.....	992,165	1,169,171	999,383
Operating Expenses.....	46,385,581	49,897,654	45,732,444
Total General Fund Appropriation.....	69,350,874	68,594,650	
Less: General Fund Reversion/Reduction.....	1,447,006		
Net General Fund Expenditure.....	67,903,868	68,594,650	68,432,909
Special Fund Expenditure.....	14,073,877	13,939,423	12,972,658
Reimbursable Fund Expenditure.....	24,964,097	28,099,998	25,646,025
Total Expenditure.....	106,941,842	110,634,071	107,051,592

SUMMARY OF OFFICE OF THE COMPTROLLER

	2002 Actual	2003 Appropriation	2004 Allowance
Total Number of Authorized Positions.....	75.00	68.00	68.00
Total Number of Contractual Positions.....	2.70	2.40	2.40
Salaries, Wages and Fringe Benefits.....	4,105,026	4,268,218	4,106,120
Technical and Special Fees.....	161,365	273,246	284,761
Operating Expenses.....	3,799,506	3,821,288	4,064,602
Original General Fund Appropriation.....	4,064,831	4,108,698	
Transfer/Reduction.....	-145,000	-80,862	
Total General Fund Appropriation.....	3,919,831	4,027,836	
Less: General Fund Reversion/Reduction.....	90,606		
Net General Fund Expenditure.....	3,829,225	4,027,836	3,996,134
Special Fund Expenditure.....	572,166	676,845	610,825
Reimbursable Fund Expenditure.....	3,664,506	3,658,071	3,848,524
Total Expenditure.....	8,065,897	8,362,752	8,455,483

COMPTROLLER OF MARYLAND

E00A01.01 EXECUTIVE DIRECTION – OFFICE OF THE COMPTROLLER

PROGRAM DESCRIPTION

The Comptroller has general supervision over the fiscal affairs of the State. The program coordinates the functions of the various divisions and formulates policies to promote prompt collection of various revenues.

COMPTROLLER OF MARYLAND

OFFICE OF THE COMPTROLLER

E00A01.01 EXECUTIVE DIRECTION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	33.50	30.50	30.50
Number of Contractual Positions	2.20	2.40	2.40
01 Salaries, Wages and Fringe Benefits	2,359,991	2,290,110	2,238,691
02 Technical and Special Fees	123,039	87,646	114,761
03 Communication.....	65,351	88,175	100,432
04 Travel.....	43,633	38,651	45,251
07 Motor Vehicle Operation and Maintenance	6,840	9,588	7,654
08 Contractual Services	85,567	163,874	136,237
09 Supplies and Materials	83,487	77,035	90,957
10 Equipment—Replacement	22,160	15,600	25,455
11 Equipment—Additional	59,025	16,155	
13 Fixed Charges	50,682	52,051	46,090
14 Land and Structures.....	8,703	1,000	10,000
Total Operating Expenses.....	425,448	462,129	462,076
Total Expenditure	2,908,478	2,839,885	2,815,528
Original General Fund Appropriation.....	2,605,284	2,460,955	
Transfer of General Fund Appropriation.....	-5,000	-27,486	
Total General Fund Appropriation.....	2,600,284	2,433,469	
Less: General Fund Reversion/Reduction.....	56,539		
Net General Fund Expenditure.....	2,543,745	2,433,469	2,444,797
Special Fund Expenditure.....	364,733	406,416	370,731
Total Expenditure	2,908,478	2,839,885	2,815,528
Special Fund Income:			
E00353 Admissions and Amusement Tax.....	36,591	43,070	26,186
E00381 Motor Fuel Tax.....	328,142	363,346	344,545
Total	364,733	406,416	370,731

COMPTROLLER OF MARYLAND

E00A01.02 FINANCIAL AND SUPPORT SERVICES – OFFICE OF THE COMPTROLLER

PROGRAM DESCRIPTION

The Financial and Support Services program administers the finance, procurement, personnel, and other administrative functions for the Comptroller of Maryland. It is also responsible for the accounting records of the Capital Grants and Loans program and records concerning debt service for the State's General Obligation Bonds.

MISSION

The mission of the Financial and Support Services Program is to provide high quality, efficient and timely financial, personnel, and administrative services to support the achievement of the goals and objectives of the Comptroller of Maryland.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

The Financial and Support Services program supports the attainment of the goals and objectives for the Comptroller of Maryland. Performance measures for this program are therefore not presented.

COMPTROLLER OF MARYLAND

E00A01.02 FINANCIAL AND SUPPORT SERVICES — OFFICE OF THE COMPTROLLER

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	41.50	37.50	37.50
Number of Contractual Positions50		
01 Salaries, Wages and Fringe Benefits	1,745,035	1,978,108	1,867,429
02 Technical and Special Fees	38,326	185,600	170,000
03 Communication	2,488,323	2,557,250	2,768,791
04 Travel	5,138	3,350	3,400
08 Contractual Services	345,592	291,920	437,796
09 Supplies and Materials	251,264	293,806	298,302
10 Equipment—Replacement	38,929	22,833	18,237
11 Equipment—Additional	241,251	125,000	5,000
12 Grants, Subsidies and Contributions		65,000	65,000
13 Fixed Charges	761		1,000
14 Land and Structures	2,800		5,000
Total Operating Expenses	3,374,058	3,359,159	3,602,526
Total Expenditure	5,157,419	5,522,867	5,639,955
Original General Fund Appropriation	1,459,547	1,647,743	
Transfer of General Fund Appropriation	-140,000	-53,376	
Total General Fund Appropriation	1,319,547	1,594,367	
Less: General Fund Reversion/Reduction	34,067		
Net General Fund Expenditure	1,285,480	1,594,367	1,551,337
Special Fund Expenditure	207,433	270,429	240,094
Reimbursable Fund Expenditure	3,664,506	3,658,071	3,848,524
Total Expenditure	5,157,419	5,522,867	5,639,955

Special Fund Income:

E00353 Admissions and Amusement Tax	20,908	21,850	17,912
E00381 Motor Fuel Tax	186,525	248,579	222,182
Total	207,433	270,429	240,094

Reimbursable Fund Income:

E00901 Receipts from Users of Mailroom, Printshops and Other Supplemental Services	3,664,506	3,658,071	3,848,524
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COMPTROLLER OF MARYLAND

E00A02.01 ACCOUNTING CONTROL AND REPORTING – GENERAL ACCOUNTING DIVISION

PROGRAM DESCRIPTION

The general objectives of this program are the exercise of overall financial control, accounting for all State funds received and disbursed, and the preparation of monthly and annual financial reports and such other statistical information as required by law or fiscal policy.

MISSION

The Comptroller's General Accounting Division is the State's central accounting office, providing an extensive menu of financial services to assist the State Comptroller in fulfilling his Constitutional responsibilities to provide "general superintendence of the fiscal affairs of the state." Legal and customer requirements and technological innovations dictate the services provided. Services are provided to state agencies, vendors, and those individuals and investors interested in the financial position and results of operations of the State.

VISION

The Comptroller's General Accounting Division is dedicated to providing cost effective services promptly, efficiently, and courteously. The division will continually strive to provide accounting expertise and a wide range of financial services to customers using leading edge technologies and best business practices.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To maintain and improve the State's reputation for excellence and integrity in accounting and financial reporting.

Objective 1.1 To produce the State of Maryland Comprehensive Annual Financial Report in compliance with generally accepted accounting principles, as promulgated by the Governmental Accounting Standards Board.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Quality: Unqualified opinion by an independent accounting firm	Received	Expect to be received	Expect to be received	Expect to be received

Objective 1.2 To receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Output: Certificate of Excellence in Financial	Received	Expect to be received	Expect to be received	Expect to be received

Objective 1.3 To provide accurate and timely statewide financial reports in compliance with Federal and State regulations.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Output: Number of Federal Forms 1099 issued	25,704	25,057	26,000	26,000

Objective 1.4 To close the statutory accounting records of the State's general fund and report results within 90 calendar days of fiscal year end.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Inputs: Number of Financial Agencies	93	93	99	99
Output: Closed State's general fund within 90 days of fiscal year end	Completed	Completed	Expect to be completed	Expect to be completed

COMPTROLLER OF MARYLAND

E00A02.01 ACCOUNTING CONTROL AND REPORTING – GENERAL ACCOUNTING DIVISION (Continued)

Goal 2. To review agency expenditure requests for compliance with State laws and regulations and authorize disbursements from the State Treasury on a timely basis. To respond promptly and courteously to requests from vendors and State agencies.

Objective 2.1 Ensure State agencies expenditures are limited to amounts authorized by appropriations.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Quality: Number of appropriation accounts over expended	None	None	None Expected	None Expected

Objective 2.2 Approve or reject 99% of agency payment requests and submit approved requests to the State Treasurer for disbursement within five working days.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Quality: Percent of payment requests processed within 5 days	98%	99.9%	99%	99%
Average number of days for GAD to process payment requests	5	5	5	5
Percentage of payments by GAD greater than 5 days	1.8%	0.1%	1%	1%
Output: Total number of documents (millions)	1.9	2.0	2.0	2.0
Total \$ of disbursements (billions)	\$20.0	\$27.4	\$28.0	\$28.5

Objective 2.3 Expand use of Corporate Charge Card to at least 50% of total eligible payments.

	2001	2002	2003	2004
Performance Measures	Actual	Estimated	Estimated	Estimated
Outputs: Corporate Charge Card transactions	578,104	652,638	717,902	789,692
Corporate Charge Card purchases (millions)	\$164.8	\$184.7	\$203.2	\$223.5
Total vendor payment transactions eligible for card use	1,375,906	1,417,997	1,488,897	1,563,342
Quality: Corporate Charge Card transactions as a percentage of eligible vendor payment transactions	42%	46%	50%	50%

Objective 2.4 Respond to 90% of vendor payment inquiries within 5 minutes

	2001	2002	2003	2004
Performance Measure	Actual	Actual	Estimated	Estimated
Inputs: Number of vendor payment inquiries completed	17,058	10,767	10,000	10,000
Number of vendor payment inquiries completed within 5 minutes	15,483	9,909	9,000	9,000
Quality: Percentage of vendor payment inquiries completed within 5 minutes	90%	92%	90%	90%

Goal 3. To manage computer technology projects and reengineer business processes to improve the State's financial accounting and reporting systems.

Objective 3.1 Attain an overall 85% closure rate on all data processing development and maintenance projects, tasks, and work orders.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Quality: Percentage of work orders completed within schedule.	90%	90%	93%	93%

COMPTROLLER OF MARYLAND

GENERAL ACCOUNTING DIVISION

E00A02.01 ACCOUNTING CONTROL AND REPORTING

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	50.00	48.00	48.00
01 Salaries, Wages and Fringe Benefits	2,495,372	2,607,753	2,615,997
02 Technical and Special Fees	13,080		
03 Communication	575,950	565,106	634,109
04 Travel	10,278	19,861	10,278
07 Motor Vehicle Operation and Maintenance	261	4,599	1,610
08 Contractual Services	1,427,071	1,639,098	1,532,507
09 Supplies and Materials	67,542	54,625	93,605
10 Equipment—Replacement	11,227	10,500	10,136
11 Equipment—Additional	27,318	287	5,310
12 Grants, Subsidies and Contributions	23,474	26,000	26,000
13 Fixed Charges	2,003	3,699	4,689
14 Land and Structures	41,088	26,000	4,222
Total Operating Expenses	2,186,212	2,349,775	2,322,466
Total Expenditure	4,694,664	4,957,528	4,938,463
Original General Fund Appropriation	4,947,964	4,976,128	
Transfer of General Fund Appropriation	-190,000	-18,600	
Total General Fund Appropriation	4,757,964	4,957,528	
Less: General Fund Reversion/Reduction	63,300		
Net General Fund Expenditure	4,694,664	4,957,528	4,938,463

COMPTROLLER OF MARYLAND

E00A03.01 ESTIMATING OF REVENUES - BUREAU OF REVENUE ESTIMATES

PROGRAM DESCRIPTION

The Bureau of Revenue Estimates operates in accordance with Section 6-101 of the State Finance and Procurement Article. The Bureau is staff to the Board of Revenue Estimates composed of the Treasurer, Comptroller, and Secretary of Budget and Management. The Board of Revenue Estimates reviews the information and recommendations supplied by the Bureau and submits to the Governor, for submission to the General Assembly, an itemized statement of estimated revenues for the current and succeeding fiscal years.

MISSION

The Bureau of Revenue Estimates forecasts Maryland's revenues and determines the fiscal impact of proposals to change Maryland's tax laws. The bureau is accountable to the Board of Revenue Estimates for accurate forecasting of state revenues and the economy.

VISION

The Bureau of Revenue Estimates will be recognized inside and outside Maryland as the primary source of information and analysis regarding all aspects of Maryland taxes and revenues upon which sound public policy decisions can be based.

KEY GOALS AND OBJECTIVES

The Bureau of Revenue Estimates supports the attainment of the goals and objectives for the Comptroller of Maryland. And the Board of Revenue Estimates.

COMPTROLLER OF MARYLAND

BUREAU OF REVENUE ESTIMATES

E00A03.01 ESTIMATING OF REVENUES

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	5.00	3.00	3.00
01 Salaries, Wages and Fringe Benefits	271,880	350,984	279,100
02 Technical and Special Fees	2,500		
03 Communication	6,460	8,772	10,639
04 Travel	2,321	3,050	3,050
08 Contractual Services	71,379	82,419	90,121
09 Supplies and Materials	3,290	2,025	5,025
10 Equipment—Replacement	5,801		6,196
11 Equipment—Additional	2,139		
13 Fixed Charges	636	1,621	1,040
Total Operating Expenses	92,026	97,887	116,071
Total Expenditure	366,406	448,871	395,171
Original General Fund Appropriation	449,286	454,546	
Transfer of General Fund Appropriation	-75,000	-5,675	
Total General Fund Appropriation	374,286	448,871	
Less: General Fund Reversion/Reduction	7,880		
Net General Fund Expenditure	366,406	448,871	395,171

COMPTROLLER OF MARYLAND

REVENUE ADMINISTRATION DIVISION

SUMMARY OF REVENUE ADMINISTRATION DIVISION

	2002 Actual	2003 Appropriation	2004 Allowance
Total Number of Authorized Positions.....	394.00	391.00	391.00
Total Number of Contractual Positions.....	3.00	3.20	2.00
Salaries, Wages and Fringe Benefits.....	18,738,185	18,368,969	18,949,958
Technical and Special Fees.....	119,769	132,818	72,479
Operating Expenses.....	15,725,399	18,243,074	16,174,735
Original General Fund Appropriation.....	35,101,242	33,808,659	
Transfer/Reduction.....	-1,320,000	254,402	
Total General Fund Appropriation.....	33,781,242	34,063,061	
Less: General Fund Reversion/Reduction.....	436,404		
Net General Fund Expenditure.....	33,344,838	34,063,061	33,673,085
Special Fund Expenditure.....	1,227,603	2,655,109	1,499,087
Reimbursable Fund Expenditure.....	10,912	26,691	25,000
Total Expenditure.....	34,583,353	36,744,861	35,197,172

COMPTROLLER OF MARYLAND

E00A04.01 REVENUE ADMINISTRATION - REVENUE ADMINISTRATION DIVISION

PROGRAM DESCRIPTION

The Revenue Administration Division processes personal, corporation, fiduciary, employer withholding, Maryland estate tax, tire fee, admissions and amusement tax, sales and use tax, alcohol and tobacco tax, and motor fuel tax returns. All remittances received with these returns are deposited through a Centralized Remittance Processing center and a lockbox facility.

In addition, the division is responsible for taxpayer service, taxpayer accounting for return adjustments, tax processing systems application control, revenue accounting, and reporting tax distributions to the subdivisions of Maryland.

MISSION

The Revenue Administration Division is committed to administering the provisions of the Maryland income tax laws effectively and efficiently while maintaining the integrity of the tax system and treating all taxpayers with respect and understanding.

VISION

The Revenue Administration Division will be a national leader in providing taxpayer service by quickly and efficiently processing tax returns and issuing refunds, processing payments promptly and efficiently, and using technological innovations to meet the needs of the people and businesses of Maryland.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Ensure that current year personal resident tax returns requesting a refund, both paper and electronic, are processed promptly.

Objective 1.1 95% of current year, paper-filed personal resident returns received during the income tax filing season are processed and refunds are issued within 10 business days of the date the returns were received.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Number of paper returns received	1,915,604	1,817,241	1,698,672	1,536,797
Number of refunds issued on paper returns	1,349,749	1,489,291	1,274,004	1,152,598
Outcome: Average days for issuance of refunds- current year personal resident paper returns received during filing season.	9.16	11.24	10.00	10.00

Objective 1.2 95% of current year paper filed personal resident returns received during the non-filing season (approximately 7/1-1/15 and 4/25 – 6/30) are processed and refunds are issued within 14 business days of the date the returns were received.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outcome: Average days for issuance of refunds-current year personal resident paper returns received during non-filing season.	17.36	9.92	14.00	14.00

COMPTROLLER OF MARYLAND

E00A04.01 REVENUE ADMINISTRATION - REVENUE ADMINISTRATION DIVISION (Continued)

Objective 1.3 95% of current year electronically filed returns are processed and refunds are issued within 2 business days of the date the returns were received.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Number of electronically filed returns	536,802	726,548	908,185	1,135,231
Number of refunds – electronic returns	473,042	625,089	781,039	976,299
Outcomes: Average days for issuance of refunds-electronic returns	1.59	1.22	1.7	1.7

Goal 2. Ensure that all correspondence, both paper and e-mail, is answered promptly.

Objective 2.1 95% of paper correspondence is logged and responded to within an average of ten (10) business days or less from the time the correspondence is received.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Number of letters received	8,875	7,149	6,500	5,750
Outcomes: Average days to respond to paper correspondence	8	6	10	10

Objective 2.2 97% of e-mail transmissions are responded to within an average of two business days or less from the time the e-mail transmissions were received.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Number of e-mails received	14,097	15,143	16,000	17,000
Outcomes: Average days to respond to e-mail correspondence	1	1	2	2

Goal 3. Ensure telephone inquiries are answered timely.

Objective 3.1 Telephone inquiries are answered within an average of fifty (50) seconds or less of the individual being placed in the hold queue.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Number of telephone calls received	409,972	449,638	464,251	479,339
Outcomes: Average number of seconds taxpayers are in hold queue before call taken	49	50	50	50

COMPTROLLER OF MARYLAND

REVENUE ADMINISTRATION DIVISION

E00A04.01 REVENUE ADMINISTRATION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	394.00	391.00	391.00
Number of Contractual Positions	3.00	3.20	2.00
01 Salaries, Wages and Fringe Benefits	18,738,185	18,368,969	18,949,958
02 Technical and Special Fees	119,769	132,818	72,479
03 Communication	3,286,465	2,745,317	3,193,209
04 Travel	40,346	45,000	40,604
06 Fuel and Utilities	6,256	5,408	3,700
07 Motor Vehicle Operation and Maintenance	3,367	4,788	408
08 Contractual Services	9,216,872	11,383,972	10,947,881
09 Supplies and Materials	1,864,117	1,984,924	1,592,443
10 Equipment—Replacement	458,910	183,255	45,000
11 Equipment—Additional	455,618	168,619	
13 Fixed Charges	351,849	431,791	336,490
14 Land and Structures	41,599	40,000	15,000
Total Operating Expenses	15,725,399	16,993,074	16,174,735
Total Expenditure	34,583,353	35,494,861	35,197,172
Original General Fund Appropriation	35,101,242	33,808,659	
Transfer of General Fund Appropriation	-1,320,000	254,402	
Total General Fund Appropriation	33,781,242	34,063,061	
Less: General Fund Reversion/Reduction	436,404		
Net General Fund Expenditure	33,344,838	34,063,061	33,673,085
Special Fund Expenditure	1,227,603	1,405,109	1,499,087
Reimbursable Fund Expenditure	10,912	26,691	25,000
Total Expenditure	34,583,353	35,494,861	35,197,172
Special Fund Income:			
E00352 Used Tire Fee	37,060	38,738	7,194
E00353 Admissions and Amusement Tax	74,120	77,455	100,720
E00381 Motor Fuel Tax	1,116,423	1,288,916	1,391,173
Total	1,227,603	1,405,109	1,499,087
Reimbursable Fund Income:			
N00A01 Department of Human Resources	10,912	26,691	25,000

COMPTROLLER OF MARYLAND

REVENUE ADMINISTRATION DIVISION

E00A04.02 MAJOR INFORMATION TECHNOLOGY DEVELOPMENT PROJECTS

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
08 Contractual Services		1,250,000	
Total Operating Expenses.....		1,250,000	
Total Expenditure		1,250,000	
Special Fund Expenditure.....		1,250,000	

Special Fund Income:

SWF302 Major Information Technology Development
Project Fund.....

1,250,000

COMPTROLLER OF MARYLAND

SUMMARY OF COMPLIANCE DIVISION

	2002 Actual	2003 Appropriation	2004 Allowance
Total Number of Authorized Positions.....	332.20	328.20	328.20
Total Number of Contractual Positions.....	16.00	16.00	19.00
Salaries, Wages and Fringe Benefits.....	16,818,666	16,556,970	16,811,346
Technical and Special Fees.....	547,887	535,745	533,239
Operating Expenses.....	9,185,438	7,036,087	7,242,823
Original General Fund Appropriation.....	17,422,791	17,736,361	
Transfer/Reduction.....	1,550,000	-102,634	
Total General Fund Appropriation.....	18,972,791	17,633,727	
Less: General Fund Reversion/Reduction.....	736,471		
Net General Fund Expenditure.....	18,236,320	17,633,727	17,876,741
Special Fund Expenditure.....	8,315,671	6,495,075	6,710,667
Total Expenditure.....	26,551,991	24,128,802	24,587,408

COMPTROLLER OF MARYLAND

E00A05.01 COMPLIANCE ADMINISTRATION - COMPLIANCE DIVISION

PROGRAM DESCRIPTION

The Compliance Division is responsible for the enforcement of all tax laws administered by the Comptroller and for administering the Uniform Disposition of Unclaimed Property. Primary functions include auditing, collections, and various discovery activities. In conjunction with these activities, the division handles the levying of assessments, tax appeals, and legal enforcement.

MISSION

To encourage compliance with tax laws through aggressive, equitable and compassionate enforcement activities. All taxpayers will be treated fairly and will receive prompt courteous service.

VISION

All individuals and businesses will pay their fair share of taxes, allowing Maryland to provide excellent services to its citizens and promoting economic development through uniformly applied tax laws.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Maximize collection of past due taxes.

Objective 1.1 Notify 90% of taxpayers of past due amounts within 60 days of case first entering collection system for active collection.

Objective 1.2 Establish appropriate payment plans when necessary.

Objective 1.3 Use technology along with all available sources of collection information to identify taxpayer assets.

Objective 1.4 File liens, garnish salaries, and attach assets when necessary.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of active delinquent inc. tax cases as of 6/30	106,023	79,219	85,000	85,000
Number of active delinquent business tax cases as of 6/30	27,087	30,379	30,000	30,000
Cost of collecting – business	*	4,740,000	4,900,000	5,000,000
Cost of collecting – individual	*	5,070,000	5,200,000	5,400,000
Outputs: Number of payment agreements entered	27,436	29,511	30,000	30,000
Number of cases certified to IRS for offset	31,032	148,351	150,000	150,000
Number of Individual Income Tax liens filed	32,924	39,525	35,000	35,000
Number of salary garnishments filed	8,118	10,201	10,000	10,000
Number of bank attachments filed	3,457	3,807	4,000	4,000
Number of Business Tax liens filed	5,096	5,776	6,500	7,000
Dollars collected on delinquent income tax cases	95,957,274	116,712,712	100,000,000	105,000,000
Dollars collected on delinquent business tax cases	¹ 190,406,338	155,103,848	175,000,000	200,000,000
Quality: Percentage of cases notified within 60 days	*	100%	100%	100%

¹ Figure is estimated due to payment processing errors in November and December.

* Began reporting in FY 2003.

COMPTROLLER OF MARYLAND

E00A05.01 COMPLIANCE ADMINISTRATION - COMPLIANCE DIVISION (Continued)

Goal 2. Encourage voluntary business tax compliance and identify non-compliant businesses through a highly efficient and effective business tax audit program.

Objective 2.1 Develop a cross sectional audit selection program based on the number of accounts, volume of receipts, history of compliance, and results of previous audits for each tax type and business activity.

Objective 2.2 Use available technology and appropriate audit techniques to minimize audit time.

Objective 2.3 Cross train audit staff in multiple taxes to accomplish efficient, complete audit.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Estimated number of Business tax accounts as of 6/30	250,000	250,000	250,000	250,000
Cost of dollars assessed	*	6,780,000	7,000,000	7,200,000
Outputs: Number of Business tax audits and investigations	1,423	1,561	1,450	1,520
Dollars assessed for Business Taxes	46,331,827	56,217,397	50,000,000	52,000,000
Percent of auditors (employed for at least 18 months) cross trained	*	88.2%	95%	95%
Quality: Percentage of accounts audited or investigated	*	.6%	.6%	.6%

* Began reporting in FY 2003.

Goal 3. Identify non-compliant taxpayers through various discovery activities.

Objective 3.1 Use federal tax data to identify individuals not in compliance with Maryland tax laws, beginning each program within 120 days of the last extension period or 120 days of notification by IRS.

Objective 3.2 Develop automated match programs with various sources to identify non-compliant businesses and individuals.

Objective 3.3 Develop one new match program each year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of 1st notices sent for Individual Income Tax	59,093	49,556	55,000	57,000
Number of Business Tax notices sent	8,070	5,603	6,000	6,000
Cost of dollars assessed	*	3,680,000	3,800,000	3,900,000
Outputs: Number of Individual Income Tax assessments	39,469	46,564	50,000	51,000
Dollars assessed for Individual Income Tax	67,645,786	121,285,227	105,000,000	105,000,000
Dollars assessed for Business Tax	2,633,950	4,150,085	4,000,000	4,000,000
Quality: Percent of federal match programs begun within 120 days	*	100%	100%	100%
Number of new automated match programs begun	*	1	1	1

* Began reporting in FY 2003.

Goal 4. Provide all taxpayers with a fair and timely appeal.

Objective 4.1 Assign a qualified hearing officer to review each contested assessment.

Objective 4.2 Finalize 90% of appeals within 90 days of the hearing unless taxpayer requests additional time.

Objective 4.3 Advise all taxpayers of the appeal process beyond the hearing officer.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of timely appeals received	907	1,006	1,000	1,000
Number of late appeals received	133	250	250	250
Number of hearings held	434	583	575	575
Outputs: Number of appeals resolved without a hearing	517	451	450	450
Number of appeals finalized within 90 days	326	1,171	1,140	1,140
Number of appeals finalized	970	1,212	1,200	1,200
Outcome: Percentage of appeals finalized within 90 days	*	96.6%	95%	95%

* Began reporting in FY 2003.

COMPTROLLER OF MARYLAND

E00A05.01 COMPLIANCE ADMINISTRATION - COMPLIANCE DIVISION (Continued)

Goal 5. Identify unclaimed property and present it to the rightful owners.

Objective 5.1 Identify the holders of unclaimed property and obtain reports listing the properties and their owners.

Objective 5.2 Participate in programs to locate owners.

Objective 5.3 90% of names will be added to system within 90 days of due date of report by holders.

Performance Measures	2001	2002	2003	2004
	Actual	Actual	Estimated	Estimated
Inputs: Number of Unclaimed Property holder reports received	16,279	17,264	17,000	17,000
Number of new owners added to file	40,652	38,289	80,000	80,000
Outputs: Number of notices sent to owners	28,349	34,711	70,000	75,000
Number of Unclaimed Property claims paid	10,002	9,619	20,000	20,000
Dollars of Unclaimed Property reported	53,340,507	44,689,047	90,000,000	90,000,000
Outcomes: Dollars of Unclaimed Property paid to owners	11,912,666	10,883,114	22,000,000	22,000,000
Quality: Percentage of names added to system within 90 days	*	¹ 53.5%	90%	90%

* Began reporting in FY 2003.

¹ Data entry was slowed due to implementation and start up of new electronic imaging system.

COMPTROLLER OF MARYLAND

COMPLIANCE DIVISION

E00A05.01 COMPLIANCE ADMINISTRATION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	332.20	328.20	328.20
Number of Contractual Positions	9.00	16.00	19.00
01 Salaries, Wages and Fringe Benefits	16,781,267	16,556,970	16,811,346
02 Technical and Special Fees	373,971	535,745	533,239
03 Communication	705,194	841,687	866,968
04 Travel	206,643	233,850	205,337
07 Motor Vehicle Operation and Maintenance	110,540	92,130	77,177
08 Contractual Services	5,318,189	5,472,155	5,766,911
09 Supplies and Materials	211,247	159,450	196,777
10 Equipment—Replacement	435,459	31,995	
11 Equipment—Additional	359,361	47,175	20,000
12 Grants, Subsidies and Contributions		6,800	6,800
13 Fixed Charges	83,167	100,345	97,103
14 Land and Structures	22,591	50,500	5,750
Total Operating Expenses	7,452,391	7,036,087	7,242,823
Total Expenditure	24,607,629	24,128,802	24,587,408
Original General Fund Appropriation	17,422,791	17,736,361	
Transfer of General Fund Appropriation	1,550,000	-102,634	
Total General Fund Appropriation	18,972,791	17,633,727	
Less: General Fund Reversion/Reduction	736,471		
Net General Fund Expenditure	18,236,320	17,633,727	17,876,741
Special Fund Expenditure	6,371,309	6,495,075	6,710,667
Total Expenditure	24,607,629	24,128,802	24,587,408

Special Fund Income:

E00352 Used Tire Fee	116,989	132,052	131,642
E00353 Admissions and Amusement Tax	1,338,300	1,364,809	1,313,670
E00354 Unclaimed Property	2,082,783	2,473,871	2,568,750
E00355 Income Tax Private Collectors	1,535,941	1,373,017	1,578,844
E00358 Boxing and Wrestling Tax	9,229	15,000	15,000
E00372 Cigarette Sales Below Cost Act	56,143	57,098	56,429
E00381 Motor Fuel Tax	1,231,924	1,079,228	1,046,332
Total	6,371,309	6,495,075	6,710,667

COMPTROLLER OF MARYLAND

E00A05.02 TAX AMNESTY ADMINISTRATION—COMPLIANCE DIVISION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Contractual Positions.....	7.00		
01 Salaries, Wages and Fringe Benefits.....	37,399		
02 Technical and Special Fees.....	173,916		
03 Communication.....	30		
04 Travel.....	397		
08 Contractual Services.....	1,710,129		
09 Supplies and Materials.....	22,491		
Total Operating Expenses.....	1,733,047		
Total Expenditure.....	1,944,362		
Special Fund Expenditure.....	1,944,362		
Special Fund Income:			
E00359 Tax Amnesty Revenue.....	1,944,362		

COMPTROLLER OF MARYLAND

E00A06.01 FIELD ENFORCEMENT ADMINISTRATION - FIELD ENFORCEMENT DIVISION

PROGRAM DESCRIPTION

The Field Enforcement Division is the enforcement arm of the Comptroller of Maryland. It is comprised of four sections – the enforcement agents, the inspectors, the Business License Bureau and the Motor Fuel Lab. The enforcement agents and inspectors are responsible for the detection and enforcement of the revenue laws relating to alcoholic beverages, cigarette taxes, motor fuel and sales and use taxes. The tasks performed to complete this function include conducting investigations, arresting violators and performing compliance inspections for proper licenses. The Business License Bureau is responsible for the issuance of over 85,000 business licenses and coordinating license issues with the clerk of the courts in all counties. The Motor Fuel Lab is responsible for testing motor fuel to ensure proper quality fuel is sold to consumers across the state. They are also responsible for testing alcohol.

MISSION

Pursue all legal and reasonable means to identify and collect all revenue due the Comptroller of Maryland as provided by the Maryland Constitution and statutes as enacted by the General Assembly.

VISION

To secure voluntary compliance to the revenue laws of the State through a program of enforcement and education, maximizing state revenue while fostering fair tax treatment for Maryland businesses and individuals.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To encourage businesses to obtain and renew the proper licenses required by the State of Maryland.

Objective 1.1 Through diligent inspections decrease the number of delinquent business licenses by 5% over the prior year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: The number of licenses administered	82,670	85,389	87,950	90,591
Outputs: The number of delinquent licenses	17,353	2,791	2,651	2,519
The number of citations issued for license violations	936	1,383	1,314	1,248
Outcomes: Percentage reduction in delinquent licenses from prior year	-6.56%	-.84%	-5.00%	-5.00%

Goal 2. To improve voluntary compliance with the use tax laws of the State of Maryland.

Objective 2.1 To increase the awareness of the use tax through education.

Objective 2.2 To identify violators and thereby increase the amount of use tax collections by 5% over prior year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: The number of delivery vehicles inspected	45	318	125	131
Outputs: The number of use tax violations identified	495	658	598	628
Inputs: The number of delinquent licenses referred for collection	205	423	479	503
Output: Amount of use tax collected	401,352	467,425	490,796	515,336
Outcome: Percentage increase in collections over prior year	-32.18%	+16.46%	+5.00%	+5.00%

Goal 3. Strict enforcement of laws pertaining to untaxed cigarettes to deter illegal cigarettes from coming into the state and to decrease lost revenues.

Objective 3.1 Conduct importation and interdiction initiatives to increase seizures of cigarettes by 5% over the prior year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: The number of arrests	73	74	90	95
Outputs: The number of untaxed cigarette packs confiscated	212,656	163,695	155,510	147,734
Outcome: Percentage increase in cigarette seizures over prior year	+16.10%	-23.02%	+5.00%	+5.00%

COMPTROLLER OF MARYLAND

E00A06.01 FIELD ENFORCEMENT ADMINISTRATION - FIELD ENFORCEMENT DIVISION (Continued)

Goal 4. Ensure that Maryland's motor fuels meet the highest quality standards.

Objective 4.1 Increase inspection and lab analysis of motor fuels available in the State by 5% each year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: The number of motor fuel samples collected	12,039	17,281	18,145	19,052
Outputs: The number of sample violations	202	177	185	195
Outcome: Percentage increase in sample collections over prior year	+6.98%	+43.00%	+5.00%	+5.00%

Note: N/A – not available.

COMPTROLLER OF MARYLAND

FIELD ENFORCEMENT DIVISION

E00A06.01 FIELD ENFORCEMENT ADMINISTRATION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	51.00	50.00	50.00
Number of Contractual Positions50		
01 Salaries, Wages and Fringe Benefits	3,059,037	3,153,231	3,134,886
02 Technical and Special Fees	24,471	12,828	13,839
03 Communication	54,608	77,498	64,347
04 Travel	11,999	43,520	14,207
06 Fuel and Utilities	37,262	51,142	51,142
07 Motor Vehicle Operation and Maintenance	251,579	241,720	236,391
08 Contractual Services	183,097	152,307	209,282
09 Supplies and Materials	109,692	61,185	81,650
10 Equipment—Replacement	29,396	144,205	132,144
11 Equipment—Additional	42,289	28,703	33,002
13 Fixed Charges	6,767	27,972	24,335
14 Land and Structures	9,250		
Total Operating Expenses	735,939	828,252	846,500
Total Expenditure	3,819,447	3,994,311	3,995,225
Original General Fund Appropriation	1,939,920	2,174,611	
Transfer of General Fund Appropriation	180,000	-15,852	
Total General Fund Appropriation	2,119,920	2,158,759	
Less: General Fund Reversion/Reduction	38,761		
Net General Fund Expenditure	2,081,159	2,158,759	2,219,773
Special Fund Expenditure	1,738,288	1,835,552	1,775,452
Total Expenditure	3,819,447	3,994,311	3,995,225
Special Fund Income:			
E00381 Motor Fuel Tax	1,738,288	1,835,552	1,775,452

COMPTROLLER OF MARYLAND

E00A07.01 ALCOHOL AND TOBACCO TAX ADMINISTRATION – ALCOHOL AND TOBACCO TAX DIVISION

PROGRAM DESCRIPTION

The Alcohol and Tobacco Tax Division operates under Article 2B, Title 16 of the Business Regulation Article, Commercial Law, Section 11-501 through Section 11-510, and Tax-General Article, Titles 1, 2, 5, 12, and 13 of the Annotated Code of Maryland. This Division administers laws and regulations pertaining to alcohol beverages and tobacco. It is responsible for regulating the manufacture, storage, transportation, sales, and distribution of alcoholic beverages and cigarettes and collecting the excise tax on beer, wine, distilled spirits, and cigarettes. In fulfillment of its responsibilities, this division issues licenses and permits, maintains alcoholic beverage price filings and credit control lists, and promotes fair trade practices in accordance with the law.

MISSION

The Alcohol and Tobacco Tax Division is dedicated to serving the citizens of Maryland by responsibly managing public resources and carrying out its duties and responsibilities in an equitable, efficient and effective manner. The division is responsible for regulating the manufacture, sale, storage, transportation, distribution, and promotion of alcohol and tobacco products and collecting the alcohol and tobacco excise taxes.

VISION

The Alcohol and Tobacco Tax Division will foster a harmonious relationship among all segments of the alcohol and tobacco industries, while carrying out legislative mandates and executive direction in the best interest of the consumers and taxpayers of Maryland.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To administer fair alcohol and tobacco tax and regulatory practices throughout the industry.

Objective 1.1 Increase participation in the "Industry Forum" program by 10% per year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Number of Industry Forum participants	22	24	26	29
Outcomes: Percentage of increase in Industry Forum participation over prior year	2200%	10%	10%	10%

Goal 2. To use state of the art technology to provide Maryland businesses with alcohol and tobacco-related information.

Objective 2.1 Design in fiscal year 2003 a modified, automated wine and spirits price-filing system so that wholesalers may add and change prices via the Internet, whereby paper filings would be reduced by 20% below prior year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Number of paper filings	*	*	*	*
Number of Internet filings	*	*	*	*
Outcomes: Percentage of paper filings reduced from prior year	*	*	*	*

* New measures for which data is not available.

COMPTROLLER OF MARYLAND

ALCOHOL AND TOBACCO TAX DIVISION

E00A07.01 ALCOHOL AND TOBACCO TAX ADMINISTRATION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	22.00	21.00	21.00
01 Salaries, Wages and Fringe Benefits	1,149,837	1,109,104	1,131,088
02 Technical and Special Fees	41,546	1,250	1,250
03 Communication	43,779	46,322	52,729
04 Travel	10,869	23,362	10,986
08 Contractual Services	259,990	422,438	377,450
09 Supplies and Materials	167,803	189,718	213,800
10 Equipment—Replacement	7,500	6,801	11,100
11 Equipment—Additional	21,634	300	4,910
13 Fixed Charges	5,783	5,223	5,900
14 Land and Structures	6,438		
Total Operating Expenses	523,796	694,164	676,875
Total Expenditure	1,715,179	1,804,518	1,809,213
Original General Fund Appropriation	1,812,407	1,780,449	
Transfer of General Fund Appropriation	-105,000	-11,279	
Total General Fund Appropriation	1,707,407	1,769,170	
Less: General Fund Reversion/Reduction	26,725		
Net General Fund Expenditure	1,680,682	1,769,170	1,770,981
Special Fund Expenditure	34,497	35,348	38,232
Total Expenditure	1,715,179	1,804,518	1,809,213
Special Fund Income:			
E00372 Cigarette Sales Below Cost Act	34,497	35,348	38,232

COMPTROLLER OF MARYLAND

E00A08.01 MOTOR FUEL TAX ADMINISTRATION – MOTOR FUEL TAX DIVISION

PROGRAM DESCRIPTION

The Motor Fuel Tax Division functions under the provisions set forth in Titles 1, 2, 9, and 13 of the Tax General Article and Titles 1 and 10 of the Business Regulation Article. This office administers the motor carrier tax, motor fuel taxes, and the motor fuel and lubricants laws.

MISSION

To provide for the efficient and fair collection of motor fuel and motor carrier taxes while protecting consumers from fraud and deceptive practices.

VISION

The Motor Fuel Tax Division will achieve a national reputation for its leadership in motor fuel tax administration.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To efficiently and effectively collect and distribute motor fuel taxes due the State and fuel use taxes for jurisdictions participating in the International Fuel Tax Agreement (IFTA).

Objective 1.1 To receive 90% of all total motor fuel tax revenue by electronic funds transfer (EFT).

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Dollar amount of EFT remittances (millions)	\$650.5	\$688.5	\$650.8	\$654.8
Outputs: Total revenue received (EFT and Non-EFT) (millions)	\$710.6	\$720.8	\$723.1	\$727.6
Number of tax remittances submitted by EFT	1657	2132	1650	1650
Average amount of EFT remittance	\$392,600	\$323,142	\$394,424	\$396,848
Efficiency: Percentage of total tax revenue received by EFT	91.5%	95.6%	90.0%	90.0%
Percentage of EFT transactions to total transactions	13.1%	16.5%	15%	15%
Quality: Percentage of EFT payments received timely	85.5%	98.5%	100%	100%
Other Measures	2001	2002	2003	2004
	Actual	Actual	Estimated	Estimated
Licensed Motor Fuel Accounts	1,059	1,020	1,050	1,050
Special Fuel Exemption Accounts	7,373	7,299	7,400	7,400
IFTA Motor Carrier Accounts	5,493	5,535	5,500	5,500
Motor Fuel Inspection Accounts	8,156	8,805	7,700	7,800
Petroleum Transporter Accounts	440	460	450	450
Total	22,521	23,119	22,100	22,200

Objective 1.2 Make timely funding settlement by 2 days before the end of each calendar month to initiate funds distribution to IFTA jurisdictions.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Annual number of ACH EFTs made to the IFTA				
Regional Processing Center settlement account	12	12	12	12
Outputs: Number of timely ACH EFTs	12	12	12	12
Efficiency: Percentage of timely funding settlements	100%	100%	100%	100%
Outcome: Amount of annual ACH EFTs into the IFTA				
Regional Processing Center settlement account (net)	\$5,064,034	\$5,343,794	\$5,850,000	\$5,950,000
Quality: Average monthly ACH EFT amount	\$422,003	\$445,316	\$487,500	\$495,833

COMPTROLLER OF MARYLAND

E00A08.01 MOTOR FUEL TAX ADMINISTRATION – MOTOR FUEL TAX DIVISION (Continued)

Goal 2. To promptly issue IFTA decals and licenses and process license applications.

Objective 2.1 By the end of the first quarter of fiscal year 2003 (9/30/02) deploy electronic credentialing capability at 100% of the Comptroller's Taxpayer Service Offices that will process license applications and issue IFTA decals electronically.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of Comptroller Branch Offices	19	19	15	15
Outputs: Number of Branch Offices that have access to on-line credentialing system	1	19	15	15
Objective percentage of Branch Offices to be completed	0%	0%	100%	100%

Objective 2.2 Complete the annual IFTA renewal applications and Compliance Manual insertion into envelopes and mailing before Thanksgiving holiday annually.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Annual deadline date for mailing IFTA License & Decal Renewal Application Packet	11/23/00	11/22/01	11/21/02	11/20/03
Outputs: Number of IFTA renewal applications mailed	5,455	5,402	5,500	5,600
Quality: Percentage mailed before the mailing deadline	100%	100%	100%	100%

Objective 2.3 Issue 33,000 IFTA decal sets before March 1 of each IFTA registration year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of IFTA License & Decal Applications mailed	5,455	5,402	5,500	5,600
Outputs: Number of decal sets issued prior to March 1 of each registration year	33,663	35,414	34,500	34,750

Note: * Data not yet available
N/A – not applicable

COMPTROLLER OF MARYLAND

MOTOR FUEL TAX DIVISION

E00A08.01 MOTOR FUEL TAX ADMINISTRATION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	23.00	22.00	22.00
Number of Contractual Positions		1.00	
01 Salaries, Wages and Fringe Benefits	1,311,318	1,198,937	1,254,139
02 Technical and Special Fees	3,444	24,342	2,500
03 Communication	61,339	85,759	93,263
04 Travel	24,451	41,145	24,832
08 Contractual Services	533,262	685,132	765,939
09 Supplies and Materials	46,376	78,350	52,431
10 Equipment—Replacement	16,875		6,461
11 Equipment—Additional	22,190		
13 Fixed Charges	166,397	127,829	138,830
Total Operating Expenses	870,890	1,018,215	1,081,756
Total Expenditure	2,185,652	2,241,494	2,338,395
Special Fund Expenditure	2,185,652	2,241,494	2,338,395
Special Fund Income:			
E00381 Motor Fuel Tax	2,185,652	2,241,494	2,338,395

COMPTROLLER OF MARYLAND

E00A09.01 PAYROLL MANAGEMENT – CENTRAL PAYROLL BUREAU

PROGRAM DESCRIPTION

Section 6-401 of the State Personnel and Pensions Article provides for a Central Payroll Bureau. The bureau issues approximately 100,000 payroll checks and direct deposits, on a bi-weekly basis, for 429 payrolls in three separate payroll systems.

MISSION

To process payroll and issue paychecks/deposit advices and wage statements for all permanent and contractual employees of the Legislative, Judicial and Executive branches of State government. To provide friendly and competent guidance to state agencies and deduction carriers regarding State policies and regulations, tax laws, deductions, and subsidies.

VISION

Paperless payroll systems whereby state agencies submit time records electronically, employee deduction authorizations are imaged, and payment of wages through direct deposit is maximized. Provide a fully functional and secure information warehouse that is accessible to all state control and user agencies.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASUREMENT

Goal 1. Process payroll and issue paychecks/deposit advices and wage statements for all employees

Objective 1.1 Process according to pre-established schedules, 100% of authorized and valid pay transactions received.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Number of checks and deposit advices issued	2,655,690	2,715,829	2,720,000	2,725,000
Percentage of Direct Deposit payments to total salary payments	68.54	78.14	80.0	82.0
Annual income tax statements issued	138,734	141,189	142,000	142,000
Percentage of pay transactions processed according to schedule	100.0	100.00	100.0	100.0

Goal 2. Maximize use of electronic and automated transactions for the submission of personnel actions, employee deduction authorizations, and agency payroll certifications.

Objective 2.1 Introduce and strive for 100% participation of on-line entry of exception pay data and for the replacement of hard copy transactions to electronic and file generated transactions wherever an appropriate infrastructure for exchange exists and document maintenance requirements permit.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Annual payroll deductions processed	20,500,500	22,944,690	23,000,500	23,000,500
Percent of deductions established via electronic interface	92	88.7	89	90
Annual employee Payroll Master File records maintained	161,262	150,622	155,000	160,000
Percent of Personnel Actions received via electronic interface	77	77	77	77
Percent of Regular system payroll certifications via on line entry	30.0	73.0	95.0	99.0
Percent of Contractual system payroll certifications via on line entry	*	74.0	95.0	99.0

COMPTROLLER OF MARYLAND

E00A09.01 PAYROLL MANAGEMENT – CENTRAL PAYROLL BUREAU (Continued)

Goal 3. Minimize on-site storage of physical documents by expanding usage of current imaging technology.

Objective 3.1 Expand the imaging system to include, at a minimum, 2 new documents types per year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Output: Annual number of documents imaged	55,000	153,774	160,000	170,000
Number of document types imaged	4	8	12	15

Goal 4. Subject to stringent security measures, make current and prior payroll data available to all state agencies for on-line inquiry, and ad hoc reporting as well as retrieval of information from the payroll manual.

Objective 4.1. Make available on-line pay transaction access and history inquiry to all state agencies to exclusively process and/or examine their own payroll transactions.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Quality: Percentage of agencies using online access to their agency payroll records	59	85.8	95	99
Percentage of employee population accessed via agencies on-line	84	94.1	95	99

Objective 4.2 Initiate a comprehensive revision of the Statewide Payroll System Manual specifically designed for on-line use.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Output: Percentage of Payroll Manual Revised	*	10.0	75.0	100

Note: *New measures for which data is not available.

COMPTROLLER OF MARYLAND

CENTRAL PAYROLL BUREAU

E00A09.01 PAYROLL MANAGEMENT

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	38.50	37.50	37.50
Number of Contractual Positions	1.00	1.00	
01 Salaries, Wages and Fringe Benefits	1,884,292	1,906,454	1,969,551
02 Technical and Special Fees	17,040	37,575	
03 Communication	56,030	65,281	69,765
04 Travel	3,317	9,650	1,250
08 Contractual Services	1,408,640	1,441,060	1,440,445
09 Supplies and Materials	88,503	67,500	69,300
10 Equipment—Replacement	159,278	5,200	9,000
11 Equipment—Additional	51,775		
13 Fixed Charges	1,699	2,978	3,250
Total Operating Expenses	1,769,242	1,591,669	1,593,010
Total Expenditure	3,670,574	3,535,698	3,562,561
Original General Fund Appropriation	3,612,433	3,555,198	
Transfer of General Fund Appropriation	105,000	-19,500	
Total General Fund Appropriation	3,717,433	3,535,698	
Less: General Fund Reversion/Reduction	46,859		
Net General Fund Expenditure	3,670,574	3,535,698	3,562,561

COMPTROLLER OF MARYLAND

E00A10.01 TECHNOLOGY SUPPORT AND COMPUTER CENTER OPERATIONS - INFORMATION TECHNOLOGY DIVISION

PROGRAM DESCRIPTION

The Information Technology Division is responsible for the overall management and direction of the agency's information technology efforts. The division provides technology support for the agency's divisions and units, as well as the twenty-four (24) Registers of Wills offices, and serves as the principal information technology advisor to the Comptroller, Deputy Comptroller, executive staff, and division directors. The division also operates the Annapolis Data Center, which provides mainframe computer services for nine (9) primary and fifteen (15) secondary user agencies. The division's operational costs are fully reimbursable from customer agencies via a charge back billing process which produces a monthly invoice for computer usage and services rendered.

MISSION

To provide technology management and support to all divisions and units of the Comptroller's Office and Registers of Wills offices throughout the State, and to operate the Annapolis Data Center providing mainframe computer processing and online connectivity for users in the Comptroller's Office and for twenty-four State agency customers of the Annapolis Data Center.

VISION

Our customers will have instantaneous, around-the-clock access to all tax information and services online. All financial transactions with our customers will be performed online. Our business processes will incorporate technology seamlessly, so that all processes are performed swiftly, efficiently, and with substantial cost savings. Instead of performing manual, repetitive tasks, our employees will spend their time and effort providing services to our customers and looking for new ways to improve the services we provide to our customers.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Continue to provide efficient reliable service to Annapolis Data Center customer agencies while meeting established goals.

Objective 1.1 ADC mainframe computer available for customer processing at least 98% of the time (24 hrs. a day, 7 days a week).

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total hours measured (24x365)	8,760	8,760	8,760	8,760
Output: Total hours the Mainframe System was available	8,727	8,720	8,585	8,585
Outcome: Percentage of hours the Mainframe System was available	99.6%	99.5%	98%	98%

Objective 1.2 Online systems available 98% of the time between 7:00 a.m. and 7:00 p.m., Monday through Friday.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total hours measured (12x5x52)	3,120	3,120	3,120	3,120
Output: Total hours the Online System was available	3,109	3,109	3,057	3,057
Outcome: Percentage of hours the Online System was available	99.7%	99.7%	98%	98%

Objective 1.3 Three (3) second or less internal response time for 98% of all CICS online transactions.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total number online transactions	467,319,001	627,153,443	700,000,000	775,000,000
Output: Total online transactions 3 seconds or less	464,604,407	624,017,676	686,000,000	759,500,000
Outcome: Percentage of transactions 3 seconds or less	99.4%	99.5%	98%	98%

COMPTROLLER OF MARYLAND

E00A10.01 TECHNOLOGY SUPPORT AND COMPUTER CENTER OPERATIONS - INFORMATION TECHNOLOGY DIVISION (Continued)

Objective 1.4 To provide courteous professional assistance with problem resolution for ADC customers.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total number problems handled through the help desk	6,425	9,856	10,000	10,000
Outcome: Percentage of surveyed customers "satisfied" with Help Desk Services	*	92%	90%	95%
Outcome: Percentage of surveyed Customers "satisfied" with problem resolution	*	94%	90%	95%

Objective 1.5 Provide "hotsite" disaster recovery services that will be operational within 48 hours of a declared disaster at the Annapolis Data Center.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: "Hotsite" recovery services contract in place	yes	yes	yes	yes
Output: Test recovery procedures twice annually	*	yes	yes	yes
Outcome: Proven and tested "hotsite" recovery plan	*	yes	yes	yes

Goal 2. Enhance and maintain the agency's Information Technology (IT) infrastructure— hardware, software, and processes.

Objective 2.1 Enhance reliability, functionality, and security of Comptroller's Website by upgrading the servers, firewalls, software tools, etc. to support additional citizen access and new web applications.

	2001	2002	2003	2004
Performance Measure	Actual	Actual	Estimated	Estimated
Input: Funding for Web support	\$457,743	\$441,233	\$599,332	\$620,000
Outcome: Hits on the Comptroller's WEB site	30.6 million	39.3 million	43 million	47 million
Tax forms and publications downloaded	2.1 million	2.5 million	2.5 million	2.6 million
Unclaimed Property searches	267,757	242,883	255,000	265,000
Internet Tax Filings	18,950	58,197	100,000	160,000

Objective 2.2 Implement web enabled applications , services and information to the citizens of Maryland in accordance with House Bill 274.

	2001	2002	2003	2004
Performance Measure	Actual	Actual	Estimated	Estimated
Input: Funding for contractual services for the development of Web based applications	\$626,855	\$155,942	\$300,000	\$100,000
Outcome: Percentage of services and information web enabled	79.4%	93%	95%	96%

COMPTROLLER OF MARYLAND

E00A10.01 TECHNOLOGY SUPPORT AND COMPUTER CENTER OPERATIONS - INFORMATION TECHNOLOGY DIVISION (Continued)

Goal 3. Recruit and retain highly skilled technical staff and develop a knowledge-based workforce to maintain and enhance automated systems to perform the business function for the Comptroller's Office.

Objective 3.1 Retain 90% of skilled IT staff.

	2001	2002	2003	2004
Performance Measure	Actual	Actual	Estimated	Estimated
Input: Total number skilled IT positions	77	86	86	86
Output: Total number of skilled IT staff retained	73	83	77	77
Outcome: Percentage of skilled IT staff retained	94.8%	96.5%	90%	90%

Objective 3.2 Continue the use of in-house, out of state and the Department of Budget & Management's initiatives to train end users in the Comptroller's Business Units.

	2001	2002	2003	2004
Performance Measure	Actual	Actual	Estimated	Estimated
Input: Estimated number of employees to be trained	825	900	1,000	1,000
Output: Total employees trained	827	1,155	1,000	1,000
Quality: Percentage of employees trained vs. estimate	100%	128%	100%	100%

Objective 3.3 Provide training for technical staff on an annual basis to implement new innovations in technology and enhance skill sets.

	2001	2002	2003	2004
Performance Measure	Actual	Actual	Estimated	Estimated
Input: Total technical staff positions	77	86	86	86
Output: Total personnel trained	42	43	34	34
Quality: Percentage of technical staff trained	55%	50%	40%	40%

Objective 3.4 Balance the priorities, expectations and utilization of resources to satisfy the customer's of the application development staff.

	2001	2002	2003	2004
Performance Measure	Actual	Actual	Estimated	Estimated
Input: Develop survey to measure customer satisfaction level	no	yes	yes	yes
Quality: Percentage of customer satisfaction level	*	100%	90%	95%

* New measure for which data is not currently available.

COMPTROLLER OF MARYLAND

INFORMATION TECHNOLOGY DIVISION

E00A10.01 TECHNOLOGY SUPPORT AND COMPUTER CENTER OPERATIONS

Appropriation Statement:

	2002 Actual	2003 Estimated	2004 Estimated
Number of Authorized Positions	161.00	157.00	157.00
Number of Contractual Positions	2.00	5.00	2.00
01 Salaries, Wages and Fringe Benefits	9,730,483	10,046,626	10,067,580
02 Technical and Special Fees	61,063	151,367	91,315
03 Communication	133,165	130,900	184,774
04 Travel	37,658	40,000	37,855
07 Motor Vehicle Operation and Maintenance	7,920	10,200	25,068
08 Contractual Services	7,967,763	9,637,230	7,249,358
09 Supplies and Materials	446,099	568,000	656,376
10 Equipment—Replacement	402,900	298,923	375,909
11 Equipment—Additional	2,125,712	3,182,564	2,753,369
13 Fixed Charges	375,322	349,426	330,897
14 Land and Structures	594		
Total Operating Expenses	11,497,133	14,217,243	11,613,606
Total Expenditure	21,288,679	24,415,236	21,772,501
Reimbursable Fund Expenditure	21,288,679	24,415,236	21,772,501

Reimbursable Fund Income:

B75A01 Department of Legislative Services	21,457	60,620	50,000
C00A00 Judiciary	10,154	10,216	11,000
C80B00 Office of the Public Defender	4,674	2,894	4,500
C81C00 Office of the Attorney General	1,011	1,866	1,500
C82D00 Office of the State Prosecutor	185	111	200
C85E00 Maryland Tax Court	12	30	20
C90G00 Public Service Commission	545	735	600
C91H00 Office of People's Counsel	266	197	300
C94I00 Subsequent Injury Fund	506	474	500
C98F00 Workers' Compensation Commission	4,099	2,276	4,000
D05E01 Board of Public Works	2,512	304	2,500
D10A01 Executive Department—Governor	3,025	3,505	3,000
D25E03 Interagency Committee for Public School Construction	427	307	400
D26A07 Department of Aging	385	456	400
D27L00 Commission on Human Relations	1,606	2,400	2,000
D28A03 Maryland Stadium Authority	929	1,340	1,000
D30N00 Maryland Food Center Authority	346	399	375
D38I01 State Board of Elections	13,959	40,943	20,000
D39S00 Maryland State Board of Contract Appeals	16	148	100
D40W01 Office of Planning	910	1,100	1,100
D50H01 Military Department Operations and Maintenance	4,367	4,927	4,500
D53T00 Maryland Institute for Emergency Medical Services Systems	1,381	1,588	1,200
D55P00 Department of Veterans Affairs	835	892	900
D60A10 State Archives	1,776	18,650	2,500
D80Z01 Maryland Insurance Administration	1,271	1,510	1,500
D86Y00 Governor's Work Force Investment Board	50	58	50
D90U00 Canal Place Preservation and Development Authority	165	115	150
D99A11 Office of Administrative Hearings	1,063	1,359	1,000

COMPTROLLER OF MARYLAND

E00A10.01 TECHNOLOGY SUPPORT AND COMPUTER CENTER OPERATIONS—INFORMATION TECHNOLOGY DIVISION

Reimbursable Fund Income:

E00A01 Office of the Comptroller	11,577,589	13,640,162	12,074,856
E00902 Misc. Agencies and Adjustments	802	1,595	1,500
E20B01 Office of the State Treasurer	441	461	450
E50C00 State Department of Assessments and Taxation	1,698,146	1,865,358	1,637,858
E75D00 State Lottery Agency	3,196	2,654	3,000
E90G00 Registers of Wills	45,061		
F10A01 Department of Budget and Management	2,802,050	2,833,936	2,876,026
F10A02 DBM-Office of Personnel Services and Benefits	100,664	132,715	120,000
G20J01 Maryland State Retirement and Pension Systems	422,678	431,432	403,886
G50L00 Teachers and Employees Supplemental Retirement Plans	186	325	200
H00A01 Department of General Services	33,960	46,165	40,000
J00A01 Department of Transportation	11,959	9,951	12,000
K00A01 Department of Natural Resources	76,133	76,275	71,802
L00A11 Department of Agriculture	9,804	17,334	10,000
M00A01 Department of Health and Mental Hygiene	471,148	498,418	490,000
M00Q01 DHMH-Medical Care Programs Administration	2,282,575	2,920,263	2,292,330
N00A01 Department of Human Resources	232,974	236,859	224,381
P00A01 Department of Labor, Licensing, and Regulation	1,151,904	1,175,219	1,077,031
Q00A01 Department of Public Safety and Correctional Ser- vices	56,153	76,001	58,339
R00A01 State Department of Education-Headquarters	34,700	31,731	35,000
R13M00 Morgan State University	851	1,086	1,000
R14D00 St. Mary's College of Maryland	561	433	600
R15P00 Maryland Public Broadcasting Commission	2,688	3,830	3,000
R30B22 USM-College Park Campus	1,844	1,935	2,000
R30B23 USM-Bowie State University	941	1,255	1,000
R30B24 USM-Towson University	576	4,648	1,000
R30B26 USM-Frostburg State University	307	321	320
R30B27 USM-Coppin State College	184	280	200
R30B28 USM-University of Baltimore	341	333	350
R30B29 USM-Salisbury State University	331	278	400
R60H00 Maryland Higher Education Investment Program	312	221	250
R62I00 Maryland Higher Education Commission	3,063	3,712	3,000
R95C00 Baltimore City Community College	11,535	15,093	13,000
R99E01 Maryland School for the Deaf—Frederick Campus	8,196	9,888	8,500
S00A20 Department of Housing and Community Development	21,211	25,364	25,000
T00A00 Department of Business and Economic Development	16,785	21,518	18,000
U00A01 Maryland Department of the Environment	79,946	91,716	80,777
U10B00 Maryland Environmental Services	71	131	150
V00D01 Department of Juvenile Justice	25,597	23,551	30,000
W00A01 Maryland State Police	23,284	53,369	40,000
Total	21,288,679	24,415,236	21,772,501

STATE TREASURER'S OFFICE

MISSION

The State Treasurer is responsible for the management and protection of State funds and property. In this capacity, the Treasurer selects and manages the depository facilities for State funds, issues or authorizes agents to issue payments of State funds, invests excess funds, safekeeps all State securities and investments, and provides insurance protection against sudden and unanticipated damage to State property or liability of State employees. The State Treasurer plans, prepares, and advertises State of Maryland General Obligation bond issues.

VISION

To make Maryland a state that maximizes its use of electronic commerce to efficiently and effectively manage cash and investments, minimize potential risks and unexpected losses and manage debt in order to confidently plan for the future and maintain the State's AAA bond rating.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Accurately reconcile all Treasury state bank accounts and working fund interest on a timely basis.

Objective 1.1 Reconcile the State's Main Depository, Main Disbursement and Income Tax Refund Accounts within thirty days of receipt of the bank statement.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Receipts (millions)	\$73,600	\$82,372	\$90,000	\$1,000,000
Transactions (millions)	4,700,000	4,900,000	5,100,000	\$5,300,000
Number of Accounts to Reconcile	6	6	6	6
Outputs: Avg. Days to Reconcile Accounts	180	30	20	20
Quality: Number of months reconciled on time per year	0	6	12	12

Goal 2. Maintain banking, investment, insurance and financial services that meet all the State's technical requirements and service quality objectives at the lowest possible cost.

Objective 2.1 Review all existing contracts for vendor compliance on an annual basis, at a minimum, and bid/rebid all banking services as required.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of primary banking service providers	2	3	3	3
Outputs: Number of contracts monitored	5	6	6	6
Number of months services met expectation	10	12	12	12
Quality: Identified contract deficiencies/errors	2	3	1	0

Goal 3. Maximize investment earnings for the State's surplus funds in accordance with State law that stipulates investments are limited to secured bank accounts, full faith and credit obligations of the federal government, obligations of certain federal agencies or instrumentalities and repurchase agreements collateralized by those securities mentioned.

Objective 3.1 Earn a rate of return on the investment portfolio that exceeds the average 90-Day US Treasury Bill rate by 50 basis points on an annual basis

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Average 90-Day Treasury Bill Rate	5.27%	2.18%	2.18%	2.98%
Average Days to Maturity of Portfolio	119	99	80	95
Outputs: Average Return on Investment Portfolio	5.93%	2.98%	2.75%	3.50%
Outcome: Portfolio Basis Point (bp) Spread over 90-Day T-Bill Rate	66bp	80bp	57bp	52bp

STATE TREASURER'S OFFICE

Objective 3.2 Increase the number of entities participating in the Local Government Investment Pool (LGIP) by 10 and increase the 2004 LGIP portfolio balance by 50% from the 2001 balance.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of participants (as of 06/30)	266	276	286	296
Fund Investment Balance (in millions - as of 06/30)	\$1,141	\$1,452	\$1,600	\$1,800
Outputs: Return on Investment Portfolio	5.69%	2.53%	2.30%	3.50%
Outcome: Increase in LGIP participants	10	10	10	10
Percent increase in LGIP Balance	40%	27%	10%	13%

STATE TREASURER'S OFFICE

SUMMARY OF STATE TREASURER'S OFFICE

	2002 Actual	2003 Appropriation	2004 Allowance
Total Number of Authorized Positions.....	52.00	53.00	53.00
Total Number of Contractual Positions.....	1.00		
Salaries, Wages and Fringe Benefits.....	3,255,417	2,998,396	3,413,359
Technical and Special Fees.....	86,451	21,000	26,000
Operating Expenses.....	24,172,407	20,923,214	29,062,866
Total General Fund Appropriation.....	4,492,459	4,035,820	
Less: General Fund Reversion/Reduction.....	326,000		
Net General Fund Expenditure.....	4,166,459	4,035,820	3,768,463
Special Fund Expenditure.....	483,089	492,154	618,780
Reimbursable Fund Expenditure.....	22,864,727	19,414,636	28,114,982
Total Expenditure.....	27,514,275	23,942,610	32,502,225

STATE TREASURER'S OFFICE

E20B01.01 TREASURY MANAGEMENT – OFFICE OF THE STATE TREASURER

PROGRAM DESCRIPTION

The Treasury Management Program includes the administrative and operating functions for several principal operating divisions: Banking Services Division, Investments and Information Technology.

Banking Services reconciles the State's principal checking accounts and resolves errors and claims associated with these accounts. The Division also monitors agencies' working fund accounts to ensure the General Fund receives interest on those balances not needed to meet daily expenses. It also provides assistance to State agencies who have banking requirements by assisting and advising them concerning banking matters.

The Investment Division focuses on the short-term investment of State funds, and oversees securities lending operations. The Division determines the disbursement requirements to be funded on a daily basis, and monitors balance levels at the State's main depository and disbursement banks. The Division ensures that portfolio tracking software and cash flow management techniques are utilized to maintain adequate control of all funds.

The Information Technology Division provides the data processing and technology infrastructure needed to operate the State Treasurer's Office. This includes the operation of all internal network and mainframe applications; as well as links to external systems. The Division also provides check printing and electronic payment services for all Vendor payments, State Retirement Agency payments to retirees as well, as printing Child Support checks and the processing of all Payroll Direct Deposits.

MISSION

To provide and maintain the most effective and cost-efficient cash management, investment and banking services for the State.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Maintain and enhance the information technology capability and infrastructure to meet the diverse needs of the State Treasurer's Office and the agencies it serves.

Objective 1.1 Maintain a core IT infrastructure that supports all existing functions of the STO and meets established criteria for core, essential services.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Total number of system hours	8784	8760	8760	8760
Outputs: Number of hours system unavailable	120	96	80	48
Outcome: Percent of time system available	99%	100%	100%	100%

Objective 1.2 Complete upgrade and maintain AS/400 computer resources so both hardware and software are at the proper technological levels.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Current IBM operating system	V3R7	V4R5	V4R5	As Needed
Outputs: Number of Core Operating programs updated & installed	87	50	61	As Needed
Outcome: Percentage of IT Master Plan completed	0%	33%	51%	86%

Objective 1.3 Support and implement general Statewide mandates and objectives regarding eGov and Web-enablement initiatives; 50%-65%-80% on schedule by 2004.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Baseline Inventory Items reported	N/A	35	35	35
Number of agencies for which checks are printed	4	4	4	4
Total number of Payroll entries processed	2,655,690	2,631,404	2,700,000	2,700,000
Outputs: Number of E-government Inventory items enabled	N/A	3	12	13
Number of Internet-initiated Transfers	N/A	0	600	1500
Number of vendors paid electronically	800	460	1000	1500
Quality: Percent of Web-enablement achieved	N/A	9%	43%	80%
Estimated percent of State employees on Direct Deposit	68.54%	67%	74%	80%
Percent of transactions paid electronically	33%	51%	60%	65%

STATE TREASURER'S OFFICE

E20B01.01 TREASURY MANAGEMENT (Continued)

Objective 1.4 Develop and document all procedures, maintenance and training information for all Office functions by 6/30/04.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of procedure manuals required	11	13	13	15
Outputs: Number procedural manuals completed	2	5	10	15

Goal 2. Coordinate all State agencies' reporting with regard to Cash Management Improvement Act (CMIA) matters.

Objective 2.1 Ensure that all agencies report interest liabilities on a quarterly and an annual basis within thirty days of the end of each calendar quarter, and file CMIA Annual Report by 12/31 of each year. Settle any disputed claim by 3/31.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of CFDA programs covered	36	32	23	23
Number of State Agencies reporting	8	6	7	7
Outputs: Number of Reports received	180	252	230	240
Quality: Percentage of CFDA's reported on time	100%	100%	100%	100%
Annual Report submitted	Y	Y	Y	Y
Fraction of disputed claims unresolved	0/0	0/0	0/0	0/0

Goal 3. Administer the State's Energy and Equipment leasing programs.

Objective 3.1 Maintain the State's leasing program.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Number of requests for leasing	64	78	81	86
Output: Number of requests to vendors for payments	108	187	192	205
Quality: Percent processed in 30 days	100%	100%	100%	100%

STATE TREASURER'S OFFICE

TREASURY MANAGEMENT

E20B01.01 TREASURY MANAGEMENT

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	35.00	36.00	36.00
Number of Contractual Positions	1.00		
01 Salaries, Wages and Fringe Benefits	2,267,988	1,974,578	2,376,708
02 Technical and Special Fees	84,362	16,000	21,000
03 Communication	66,180	50,209	35,555
04 Travel	22,992	19,150	22,992
07 Motor Vehicle Operation and Maintenance	4,929	11,951	5,604
08 Contractual Services	1,851,609	2,170,011	1,921,396
09 Supplies and Materials	218,552	209,361	212,866
10 Equipment—Replacement	28,932	305,696	130,849
11 Equipment—Additional	78,309	671	
13 Fixed Charges	27,025	21,811	21,838
Total Operating Expenses	2,298,528	2,788,860	2,351,100
Total Expenditure	4,650,878	4,779,438	4,748,808
Total General Fund Appropriation	4,212,459	3,745,820	
Less: General Fund Reversion/Reduction	326,000		
Net General Fund Expenditure	3,886,459	3,745,820	3,728,463
Special Fund Expenditure	367,242	373,197	368,780
Reimbursable Fund Expenditure	397,177	660,421	651,565
Total Expenditure	4,650,878	4,779,438	4,748,808

Special Fund Income:

E20303 Investment Fees	367,242	373,197	368,780
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Reimbursable Fund Income:

E20B02 Insurance Protection	256,051	277,713	392,285
G20J01 Maryland State Retirement and Pension Systems	23,616	109,788	66,545
N00H00 DHR-Child Support Enforcement Administration	117,510	272,920	192,735
Total	397,177	660,421	651,565

STATE TREASURER'S OFFICE

E20B02.01 INSURANCE MANAGEMENT - INSURANCE PROTECTION

PROGRAM DESCRIPTION

The Insurance Division determines the insurance requirements to protect State property and personnel, procures commercial insurance and sets State agency premiums for self-insurance. It adjusts claims involving damage to State property and the Maryland Tort Claims Act. The Division also supervises the State's insurance programs.

MISSION

To administer the State Insurance program in a manner that provides the State and its agencies with efficient and cost-effective risk management services; making it possible to plan and manage for the future.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Process all agency and third party claims submitted to the Insurance Division.

Objective 1.1 Promptly and accurately investigate, analyze, and adjust all claims presented under the State Insurance Trust Fund and the Maryland Tort Claim Act in order to maintain pending open claims below 1,500 at year's end.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: New claims processed	2,938	2,994	3,150	3,200
Outputs: Claims closed	3,087	2,924	3,125	3,175
Pending open claims	970	1040	1,065	1,090

Goal 2. Administer Insurance Division subrogation recovery program.

Objective 2.1 Aggressively pursue those parties who are legally liable for damages incurred by the State, as a result of insurance claims.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Number of new claims	2,938	2,994	3,150	3100
Outputs: Claims in subrogation	317	345	315	325
Outcome: Funds recovered	\$919,473	\$551,552	\$1,100,000	\$1,125,000

Goal 3. Get fleet and property surveys updated each year.

Objective 3.1 Send out fleet and property surveys to all State agencies, so that we can get 100% completed forms back in time to complete the budget each year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Number of surveys sent	162	420	422	422
Outputs: Number of surveys returned	162	420	422	422
Percent of surveys returned	100%	100%	100%	100%

Goal 4. To improve effectiveness and efficiency of Insurance Division by providing access to information and promptly acquiring claims reports. This will save money by reducing loss costs and loss expenses.

Objective 4.1 Develop all inter-agency documents and forms for placement on Insurance Division website by FY 06.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Number of documents developed	0	0	10	10
Outputs: Number of documents provided to IT	0	0	3	7
Percent of document placed on-line	0%	0%	30%	70%

STATE TREASURER'S OFFICE

SUMMARY OF INSURANCE PROTECTION

	2002 Actual	2003 Appropriation	2004 Allowance
Total Number of Authorized Positions.....	17.00	17.00	17.00
Salaries, Wages and Fringe Benefits.....	987,429	1,023,818	1,036,651
Technical and Special Fees.....	2,089	5,000	5,000
Operating Expenses.....	21,478,032	17,725,397	26,421,766
Reimbursable Fund Expenditure	<u>22,467,550</u>	<u>18,754,215</u>	<u>27,463,417</u>

E20B02.01 INSURANCE MANAGEMENT

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions.....	17.00	17.00	17.00
01 Salaries, Wages and Fringe Benefits.....	987,429	1,023,818	1,036,651
02 Technical and Special Fees.....	2,089	5,000	5,000
03 Communication.....	51,424	77,300	18,587
04 Travel.....	12,654	10,800	17,800
07 Motor Vehicle Operation and Maintenance	12,087	5,940	6,140
08 Contractual Services.....	413,873	326,217	584,353
09 Supplies and Materials.....	30,274	40,000	35,000
10 Equipment—Replacement.....	15,585	5,000	
11 Equipment—Additional.....	50,643	5,000	2,998
13 Fixed Charges.....	8,790	5,140	7,778
Total Operating Expenses.....	<u>595,330</u>	<u>475,397</u>	<u>672,656</u>
Total Expenditure	<u>1,584,848</u>	<u>1,504,215</u>	<u>1,714,307</u>
Reimbursable Fund Expenditure	<u>1,584,848</u>	<u>1,504,215</u>	<u>1,714,307</u>

Reimbursable Fund Income:

E20901 Insurance Protection-Various State Agencies.....	1,584,848	1,504,215	1,714,307
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STATE TREASURER'S OFFICE

E20B02.02 INSURANCE COVERAGE – INSURANCE PROTECTION

PROGRAM DESCRIPTION

The Insurance Coverage program provides insurance protection against damage to State property or liability of State employees.

The Insurance Coverage program shares the goals and objectives of the Insurance Management program, E20B02.01.

STATE TREASURER'S OFFICE

E20B02.02 INSURANCE COVERAGE — INSURANCE PROTECTION

	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Performance Measures/Performance Indicators				
State Insurance Trust Fund:				
Combined Beginning Balance.....	26,819,696	28,997,625	19,884,557	15,168,732
Blanket Real and Personal Property:				
Beginning Balance.....	5,789,436	7,065,006	4,727,978	4,058,558
Transfers and Recoveries	107,546	97,695	500,000	500,000
Agency Premiums.....	3,990,819	3,540,242	3,080,580	3,399,495
Excess Policy Coverages.....	-914,218	-1,139,483	-1,500,000	-4,608,260
Real Property Losses.....	-1,908,577	-4,835,482	-2,750,000	-2,750,000
Ending Balance.....	7,065,006	4,727,978	4,058,558	599,793
Officers and Employees Liability:				
Beginning Balance.....	3,276,468	4,105,694	4,047,732	2,405,642
Agency Premiums.....	1,300,000	999,972	1,457,910	1,400,000
Liability Losses	-470,774	-1,057,934	-3,100,000	-1,500,000
Ending Balance.....	4,105,694	4,047,732	2,405,642	2,305,642
Tort Claims Act:				
Beginning Balance.....	7,070,791	4,913,349	7,076,085	4,876,085
Transfers and Recoveries	-127	14,233		
Agency Premiums.....	2,000,000	1,470,038	2,000,000	5,000,000
Tort Losses	-4,157,315	-3,321,535	-4,200,000	-4,500,000
Transfer from Auto.....		4,000,000		
Ending Balance.....	4,913,349	7,076,085	4,876,085	5,376,085
Motor Vehicle Comprehensive and Liability:				
Beginning Balance.....	10,683,001	12,913,576	4,032,762	3,828,447
Transfers and Recoveries	812,054	439,624	800,000	800,000
Agency Premiums.....	4,411,849	2,002,459	1,999,900	2,000,000
Motor Vehicle Losses.....	-1,732,739	-738,049	-1,500,000	-1,200,000
Insurance Administration	-1,260,589	-1,584,848	-1,504,215	-1,714,307
Transfer to Tort		-4,000,000		
Transfer to GF.....		-5,000,000		
Ending Balance.....	12,913,576	4,032,762	3,828,447	3,714,140
Combined Ending Balance.....	28,997,625	19,884,557	15,168,732	11,995,660
GAAP Accrual Adjustment.....	-8,626,653	-9,308,949	-9,308,949	-9,308,949
Revised Ending Balance.....	20,370,972	10,575,608	5,859,783	2,686,711

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
13 Fixed Charges.....	20,882,702	17,250,000	25,749,110
Total Operating Expenses.....	20,882,702	17,250,000	25,749,110
Total Expenditure	20,882,702	17,250,000	25,749,110
Reimbursable Fund Expenditure	20,882,702	17,250,000	25,749,110

Reimbursable Fund Income:

E20901 Insurance Protection-Various State Agencies.....	20,882,702	17,250,000	25,749,110
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STATE TREASURER'S OFFICE

E20B03.01 BOND SALE EXPENSES

PROGRAM DESCRIPTION

The Finance Division arranges the sale of general obligation debt and coordinates debt issuance statewide.

MISSION

To provide the State and its agencies with efficient and cost-effective debt issuance services.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Manage the General Obligation Bond issuance to obtain the highest possible (AAA) rating and the lowest true Interest Cost.

Objective 1.1 Maintain a bond rating of AAA for each issuance of State General Obligation Bonds.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of rating agencies under contract	3	3	3	3
Outputs: Number of ratings received	2	2	2	3
Quality: Percentage of AAA ratings received	100%	100%	100%	100%

Goal 2. Control General Obligation Bond issuance activity – including QZAB's - to minimize all related costs.

Objective 2.1 Ensure there are no tax law violations that result in penalties levied on tax-exempt bond proceeds in any year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Bond proceeds earnings	\$1,653,801	\$3,673,705	\$16,600,000	\$20,808,465
Outputs: Arbitrage-related Payment	\$200,075	\$523,517	\$3,519,920	\$4,717,709
Percent retained by State	88	86	79	78
Outcome: Amount paid due to penalty	0	0	0	0

Objective 2.2 Maintain bond sale expenses (attorney fees, printing, etc.) at the 06/30/02 base level.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Number of Bond Issues	2	3	2	3
Legal Fees Paid	\$63,946	\$87,949	\$65,000	\$97,500
Bond Sale Expenses (excluding legal fees)	\$216,054	\$307,898	\$225,000	\$337,500
Total Bond Sale Expenses	\$280,000	\$395,847	\$290,000	\$435,000
Efficiency: Cost per GO Bond Issue	\$140,000	\$131,949	\$145,000	\$145,000

STATE TREASURER'S OFFICE

BOND SALE EXPENSES

E20B03.01 BOND SALE EXPENSES

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
08 Contractual Services	395,847	408,957	290,000
Total Operating Expenses	395,847	408,957	290,000
Total Expenditure	395,847	408,957	290,000
Net General Fund Expenditure	280,000	290,000	40,000
Special Fund Expenditure	115,847	118,957	250,000
Total Expenditure	395,847	408,957	290,000

Special Fund Income:

E20B03 Bond Sale Expenses	115,847	118,957	250,000
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DEPARTMENT OF ASSESSMENTS & TAXATION

MISSION

To promote fairness in taxation for Maryland property owners by uniformly appraising all taxable property at market value, certifying property values to local governments, and offering programs of property tax relief and business services in a manner that is courteous and convenient.

VISION

A State in which the public has confidence that assessments uniformly reflect current market values and that provides convenient access to services through modern technology.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

- Goal 1.** To design and administer property valuation systems that are consistently accurate in describing property ownership, attributes, and values.
- Goal 2.** To ensure that the Department's programs of property tax relief and business services are run in an efficient and effective manner and that the services are courteous and convenient.
- Goal 3.** To operate facilities that are convenient for the public, comfortable for employees, and efficient for production.

DEPARTMENT OF ASSESSMENTS & TAXATION

E50C00.01 OFFICE OF THE DIRECTOR

PROGRAM DESCRIPTION

This program is responsible for providing administrative and related support services to all other programs. It includes Personnel, Assistant Attorney General, Accounting, Procurement, and the Director's staff.

MISSION

To promote fairness in taxation for Maryland property owners by uniformly appraising all taxable property at market value, certifying property values to local governments, and offering programs of property tax relief and business services in a manner that is courteous and convenient.

VISION

A State in which the public has confidence that assessments uniformly reflect current market values and that provides convenient access to services through modern technology.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To provide oversight and management of the Department so as to achieve its goal of promoting fairness in taxation for Maryland property owners.

Goal 2. To ensure that the Department's program of property tax relief and business services are run in an efficient and effective manner and that the services are courteous and convenient.

Goal 3. To ensure that the public has convenient access to services.

Goal 4. To provide timely financial information and procurement services.

Objective 4.1 Process vendor payments 99.5% on time.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total number of invoices	8,241	7,037	7,200	7,350
Output: Total number of invoices greater than 25 days	15	46	36	37
Quality: Percent on-time	99.8%	99.4%	99.5%	99.5%

Objective 4.2 Maintain or exceed Minority Business Enterprise (MBE) goal of 25%.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Total number of procurement transactions	1,278	1,301	1,300	1,300
Total number of MBE transactions	297	321	325	325
Outputs: Total procurement dollars	\$1,825,801	\$1,698,295	\$1,600,000	\$1,600,000
Total MBE procurement dollars	\$551,676	\$454,084	\$400,000	\$400,000
Outcomes: Percent of MBE transactions	23.2%	24.68%	25%	25%
Percent of MBE dollars	30.2%	26.74%	25%	25%

STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

SUMMARY OF STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

	2002 Actual	2003 Appropriation	2004 Allowance
Total Number of Authorized Positions.....	763.00	735.50	725.50
Total Number of Contractual Positions.....	3.00	2.50	3.00
Salaries, Wages and Fringe Benefits.....	37,559,235	37,779,096	37,956,800
Technical and Special Fees.....	97,643	63,668	88,152
Operating Expenses.....	58,137,821	61,311,862	54,806,550
Total General Fund Appropriation.....	96,946,234	96,414,169	
Less: General Fund Reversion/Reduction.....	3,894,535		
Net General Fund Expenditure.....	93,051,699	96,414,169	90,082,602
Special Fund Expenditure.....	2,743,000	2,740,457	2,768,900
Total Expenditure.....	95,794,699	99,154,626	92,851,502

E50C00.01 OFFICE OF THE DIRECTOR

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions.....	30.00	29.00	29.00
01 Salaries, Wages and Fringe Benefits.....	2,160,839	1,868,934	1,856,668
02 Technical and Special Fees.....	792		
03 Communication.....	50,507	59,893	190,312
04 Travel.....	15,254	17,425	13,450
07 Motor Vehicle Operation and Maintenance.....	-1,886	742	-175
08 Contractual Services.....	22,925	23,218	15,868
09 Supplies and Materials.....	23,813	20,722	22,714
10 Equipment—Replacement.....	860	5,400	3,320
13 Fixed Charges.....	7,096	5,787	7,027
Total Operating Expenses.....	118,569	133,187	252,516
Total Expenditure.....	2,280,200	2,002,121	2,109,184
Original General Fund Appropriation.....	2,084,491	2,002,121	
Transfer of General Fund Appropriation.....	303,199		
Total General Fund Appropriation.....	2,387,690	2,002,121	
Less: General Fund Reversion/Reduction.....	107,490		
Net General Fund Expenditure.....	2,280,200	2,002,121	2,109,184

DEPARTMENT OF ASSESSMENTS & TAXATION

E50C00.02 REAL PROPERTY VALUATION

PROGRAM DESCRIPTION

The Real Property Valuation program administers the tax laws covering the assessment of real property. The Department performs assessments on one-third of all Real Property in the State every year and certifies to local taxing authorities the assessment of each property.

MISSION

To promote fairness in taxation for Maryland property owners by uniformly appraising all taxable property at market value, and to provide local governments with a timely and accurate assessable base.

VISION

A State in which the public and local subdivisions have confidence that assessments uniformly reflect current market values.

KEY GOALS, OBJECTIVES, AND PERFORMANCES MEASURES

Goal 1. To administer a property valuation system that annually attains recognized standards of uniformity and assessment levels statewide.

Objective 1.1 Annually maintain an average level of assessments for taxable properties between 90 to 110% of market value.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Taxable parcels ¹	1,977,714	1,993,784	2,010,226	2,030,000
Output: Assessable base (millions) ²	\$317.032	\$333.615	\$349.300	\$365,900
Outcome: Assessment/Sales ratio ³	92.1	93.0	93.0	93.0

Objective 1.2 Maintain an average level of uniformity for residential properties of 15.0 or less.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outcome: Coefficient of dispersion ³	9.39	12.0	12.0	12.0

Objective 1.3 Maintain assessment level of higher and lower valued properties within a range of .98 to 1.03.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outcome: Price related differential ³	1.03	1.02	1.01	1.01

Goal 2. To maintain public and local government confidence in the administration and accuracy of the assessment process.

Objective 2.1 Display updated property ownership records within 7 days of receipt of deed recordation.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Output: Updated ownership records	220,293	211,137	217,471	223,994
Outcome: Average number of days to until ownership records are displayed	7.5	7	7	7
Quality: Percent improvement in the average number of days over previous year	25%	6.6%	0%	0%

¹ As of July 1st.

² A new state law enacted for the tax year beginning July 1, 2001 changed the practice of calculating property taxes based on 40% of market value. The new law requires that property taxes be based on assessments at 100% of market value, assessable base as of July 1st of fiscal year.

³ Assessment/Sales ratio, Coefficient of dispersion and Price related differential is calculated at the end of calendar year.

DEPARTMENT OF ASSESSMENTS & TAXATION

E50C00.02 REAL PROPERTY VALUATION (Continued)

Objective 2.2 Increase the number of customer service survey responses by 3%.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Output: Number of surveys returned	1,585	1,281	1,319	1,359
Quality: Percent Increase in surveys returned	+39%	-19%	+3%	+3%
Average rating	98%	98%	98%	98%

Objective 2.3 By 2003 expand public access of real property records on the Internet.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Number of hits	8,033,810	8,353,463	8,687,601	9,035,105
Percentage increase	72%	3.9%	4.0%	4.0%

STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

E50C00.02 REAL PROPERTY VALUATION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	548.50	529.00	521.00
Number of Contractual Positions50	.50	1.00
01 Salaries, Wages and Fringe Benefits	26,738,300	27,218,064	27,234,684
02 Technical and Special Fees	33,960	14,164	46,058
03 Communication	589,306	660,748	631,887
04 Travel	309,029	321,208	324,788
06 Fuel and Utilities	16,955	26,517	26,258
07 Motor Vehicle Operation and Maintenance	145,114	133,876	143,728
08 Contractual Services	374,018	370,772	458,606
09 Supplies and Materials	177,326	206,847	155,559
10 Equipment—Replacement	121,301	94,286	61,650
13 Fixed Charges	1,644,918	1,806,631	1,942,353
Total Operating Expenses	3,377,967	3,620,885	3,744,829
Total Expenditure	30,150,227	30,853,113	31,025,571
Original General Fund Appropriation	30,221,495	30,638,002	
Transfer of General Fund Appropriation	251,685	215,111	
Total General Fund Appropriation	30,473,180	30,853,113	
Less: General Fund Reversion/Reduction	322,953		
Net General Fund Expenditure	30,150,227	30,853,113	31,025,571

DEPARTMENT OF ASSESSMENTS & TAXATION

E50C00.04 OFFICE OF INFORMATION TECHNOLOGY

PROGRAM DESCRIPTION

The Office of Information Technology (OIT) is responsible for the overall management and direction of the Department's Information Technology efforts. The Program provides technology support for the Department's programs at 25 locations throughout the State. The program also works with and advises local tax collectors in providing assessment certifications and related data.

MISSION

To provide information services that support the Department's programs and meet the needs of local governments, business, and the public for assessment data and other public data.

VISION

A State that uses modern technology accurately and efficiently to provide data to program managers, local governments, businesses and the public.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goals 1. To provide timely and accurate assessment and business information to the Department managers, its customers and stakeholders.

Objective 1.1 To maintain an inquiry response time of less than .35 seconds.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Total CICS transactions (millions) ⁴	15.7	239.9	240.5	240.8
Output: Average CICS response time (seconds)	.347	.2813	.2750	.2760
Outcome: Number of transactions <.35 seconds (millions)	12.7	237.8	239.8	240.0
Percent of transactions < .35 seconds	81%	99.3%	99.4%	99.5
Percent improvement in average response time over previous year	11%	18.3%	.10%	.10%

Objective 1.2 To ensure uptime of public access data via the Internet 99% of the time.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Total "hits" ⁵	36,111,100	54,397,752	55,000,000	55,100,000
Output: Number of hours available	8,410	8,395	8,420	8,500
Outcomes: Percent of available hours ⁵	97%	97.9%	97.5%	98.9%
Percent improvement over previous year's availability	9.7%	-.1%	.5%	.5%

Goals 2. To provide continuing information and data processing support to operate, enhance, and maintain existing automated systems by operating automated help desk systems.

Objective 2.1 To ensure that all Work Requests (WR) are completed on their first completion date 85% of the time.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total WRs ⁶	870	536	530	525
Output: Number of WRs completed on time	674	528	521	516
Quality: Percent of WRs completed on time	77.5%	98.1%	98%	98%
Percent improvement in WRs completed on time over previous year	4.5%	20.6%	0%	0%

⁴ Due to re-engineering of our Internet Applications from DB2 direct calls to CICS transactions for security and support purpose has greatly increased our CICS transaction counts.

⁵ The increase is due to re-configuring equipment, and testing new internet applications. Most of the remaining outages were due to ADC maintenance, DAT file updates, and RESI (WEB Hosting provider) scheduled maintenance.

⁶ Number of work request down due to cost containment, budget cuts for new programming and internet projects. Future year projects would also be down again due to budget reductions and equipment replacements. Improvements in current applications will be planned.

DEPARTMENT OF ASSESSMENTS & TAXATION

E50C00.04 OFFICE OF INFORMATION TECHNOLOGY (Continued)

Objective 2.2 To ensure that all major programming request (via WRs) have a turnaround of no more than 90 days, 85% of the time.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total programming requests (PR) ⁶	478	481	475	450
Output: Number of PRs completed within 90 days	318	328	353	360
Quality: Percent of PRs turnaround < 90 days	66.5%	68.0%	75%	80%
Percent improvement in number of PRs completed on time over previous time	.4%	1.5%	7%	5%

Goals. 3. To move services from “standing in-line” to being “on-line”.

Objective 3.1 To assist the Department in meeting Maryland’s statewide goal (50/65/80) services available from the Internet.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Number of services provided	34	34	34	34
Output: Number of services qualified for Internet access	27	28	28	28
Outcomes: Number of qualified services on the WEB	21	24	24	24
Percent of qualified services on the WEB	78%	86%	86%	86%

STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

E50C00.04 OFFICE OF INFORMATION TECHNOLOGY

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	26.00	26.00	26.00
01 Salaries, Wages and Fringe Benefits	1,698,879	1,669,337	1,794,851
02 Technical and Special Fees	1,110		
03 Communication.....	32,898	42,201	38,127
04 Travel	5,799	15,815	11,665
07 Motor Vehicle Operation and Maintenance	20,234	28,592	5,470
08 Contractual Services	2,736,771	2,279,631	2,180,996
09 Supplies and Materials	63,908	39,000	37,529
10 Equipment—Replacement	201,729	90,978	6,973
11 Equipment—Additional		58,059	
13 Fixed Charges	1,951	1,987	2,992
Total Operating Expenses.....	3,063,290	2,556,263	2,283,752
Total Expenditure	4,763,279	4,225,600	4,078,603
Original General Fund Appropriation.....	5,413,612	4,544,036	
Transfer of General Fund Appropriation.....	-535,000	-318,436	
Total General Fund Appropriation.....	4,878,612	4,225,600	
Less: General Fund Reversion/Reduction.....	115,333		
Net General Fund Expenditure.....	4,763,279	4,225,600	4,078,603

DEPARTMENT OF ASSESSMENTS & TAXATION

E50C00.05 BUSINESS PROPERTY VALUATION

PROGRAM DESCRIPTION

The Business Property Valuation Program administers the tax laws covering the assessment of personal property, utility companies subject to property tax, institutions subject to the franchise tax, and property tax incentives for qualifying businesses.

MISSION

To promote fairness in taxation for Maryland's business property owners by uniformly appraising all taxable property at market value and offering property tax incentives for economic development.

VISION

A State in which the public has confidence that assessments uniformly reflect current market values, that local governments have received accurate assessable base information, and the business community has ready access to information about the available government funded property tax incentives.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To uniformly appraise all taxable property on an annual basis and timely certify that information to local taxing authorities.

Objective 1.1 Process Personal Property Tax returns accurately and timely.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total number of personal property returns	192,701	190,367	207,000	213,000
Output: Total number of returns assessed	90,607	89,422	96,000	99,000
Outcomes: Local assessable base (millions)	\$10,331	\$12,059	\$12,091	\$12,359
Estimated local revenue (millions)	\$309.9	\$361.8	\$362.7	\$370.8
Quality: Percentage of returns assessed by Dec. 1	98.6%	98.5%	98.5%	98.6%

Objective 1.2 To assess all Railroad & Utility operating property in an accurate and timely manner.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total number of entities	406	383	390	399
Output: Assessable base (millions) ⁷	\$11,547	\$12,513	\$11,262	\$10,699
Outcome: Estimated local revenue (millions)	\$323.3	\$315.3	\$283.8	\$269.6

Objective 1.3 To accurately administer the Franchise Tax laws.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total number of returns received	344	368	400	400
Outcomes: Revenue from gross receipts tax (millions)	\$143.9	\$140.8	\$143.5	\$144.0
Total interest/penalties levied	\$133,500	\$80,466	\$140,000	\$80,000

Goal 2. To increase capital investment and the number of new businesses locating in designated areas of the State through the use of property tax incentives.

Objective 2.1 To accurately reimburse local governments for one half of the tax credits granted in previous year.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Number of Business receiving Property Tax Credit	345	394	498	531
Output: Amount of State Reimbursement	\$2,290,333	\$3,008,111	\$4,131,987	\$4,944,562
Outcome: Total Capital Investment (millions)	\$499.8	\$574.2	\$708.8	\$965.3

⁷ Starting with FY'02, actual assessable base includes cable and non-utility generation property.

STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

E50C00.05 BUSINESS PROPERTY VALUATION

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	47.50	47.50	46.50
01 Salaries, Wages and Fringe Benefits	2,452,891	2,373,571	2,493,604
02 Technical and Special Fees	330		
03 Communication	138,960	148,614	147,775
04 Travel	8,147	9,210	7,440
08 Contractual Services	117,848	235,410	216,306
09 Supplies and Materials	24,799	26,550	27,420
10 Equipment—Replacement	4,359	2,400	2,000
13 Fixed Charges	1,666	2,382	3,523
Total Operating Expenses	295,779	424,566	404,464
Total Expenditure	2,749,000	2,798,137	2,898,068
Original General Fund Appropriation	5,631,354	2,694,812	
Transfer of General Fund Appropriation	-2,856,273	103,325	
Total General Fund Appropriation	2,775,081	2,798,137	
Less: General Fund Reversion/Reduction	26,081		
Net General Fund Expenditure	2,749,000	2,798,137	2,898,068

STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

E50C00.06 TAX CREDIT PAYMENTS

Program Description:

This program contains payments of property tax credits for three programs: the reimbursement of Homeowners' Tax Credits to local governments, the renters' property tax relief, and the reimbursement of property tax credits for urban enterprise zones. Performance measures related to these programs are contained in the programs that administer the credits: the Property Tax Credit Program (EC00.08) for the homeowners and renters credits and Business Property Valuation (EC00.05) for the Enterprise Zone credit.

	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Performance Measures/Performance Indicators				
(\$ thousands)				
Homeowners Tax Credits	46,727	44,057	39,000	39,000
Renter's Credit	3,912	3,073	3,200	3,200
Urban Enterprise Zone Credits	2,290	3,008	4,132	4,941

Subdivision	FY 2003 Businesses Participating	State Tax Credit	FY 2004 Businesses Participating	State Tax Credit
Allegany	59	250,209	48	343,367
Baltimore City	90	977,529	110	1,091,057
Baltimore	17	356,696	17	376,370
Calvert	12	23,422	15	34,581
Cecil	2	29,250	2	31,267
Dorchester	22	139,729	22	654,790
Garrett	15	20,124	18	22,249
Harford	108	1,320,385	119	1,317,405
Montgomery	44	107,949	58	159,399
Prince George's	2	25,615	6	140,339
St. Mary's			1	2,293
Somerset	11	8,365	11	7,895
Washington	68	752,001	56	638,541
Wicomico	38	89,094	37	86,917
Worcester	10	31,619	11	34,092
Total	498	4,131,987	531	4,940,562

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
12 Grants, Subsidies and Contributions	50,138,066	53,593,622	47,141,000
Total Operating Expenses	50,138,066	53,593,622	47,141,000
Total Expenditure	50,138,066	53,593,622	47,141,000
Original General Fund Appropriation		53,593,622	
Transfer of General Fund Appropriation	53,427,601		
Total General Fund Appropriation	53,427,601	53,593,622	
Less: General Fund Reversion/Reduction	3,289,535		
Net General Fund Expenditure	50,138,066	53,593,622	47,141,000

DEPARTMENT OF ASSESSMENTS & TAXATION

E50C00.08 PROPERTY TAX CREDIT PROGRAM

PROGRAM DESCRIPTION

Under Sections 9-102 and 9-104 Tax-Property Article, the Department reimburses local governments for tax credits against State and local property taxes due on the homeowners' principal residence and reimburses renters directly for tax credits against the property taxes in the yearly rent. The amounts of the two credits are based upon formulas comparing gross household income to the property taxes paid.

MISSION

To promote fairness in taxation for Maryland property owners by uniformly appraising all taxable property at market value but having programs of property tax relief for those homeowners and renters who qualify on the basis of income.

VISION

A State in which homeowners and renters who need assistance in paying their property tax liabilities will readily receive it.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To provide property tax relief for low and fixed income renters and homeowners.

Objective 1.1 Increase participation in both the Homeowners' and Renters' Tax Credit programs by 2%.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Homeowners' applications received	77,229	79,830	78,500	77,900
Renters' applications received	18,163	16,869	16,500	16,200
Outputs: Homeowners' applications eligible	61,889	58,712	57,500	56,700
Renters' applications eligible	14,331	12,843	12,700	12,500
Outcomes: Total Homeowners' credits (millions)	\$46.727	\$44.1	\$39.0	\$39.0
Total Renters' Credits (millions)	\$3.912	\$3.1	\$3.2	\$3.2
Percent increase in Homeowners' participation	-3.0%	+3.4%	-1.7%	-8%
Percent increase in Renters' participation	+3.8%	-7.1%	-1.7%	-8%
Average Homeowners' Credit	\$766	\$748	\$760	\$735
Average Renters' Credit	\$271	\$276	\$287	\$263

STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

E50C00.08 PROPERTY TAX CREDIT PROGRAMS

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	42.00	40.00	39.00
Number of Contractual Positions50		
01 Salaries, Wages and Fringe Benefits	1,674,420	1,711,185	1,669,014
02 Technical and Special Fees	16,355		
03 Communication	135,564	102,283	102,542
04 Travel	2,147	2,000	1,900
08 Contractual Services	55,723	70,808	48,210
09 Supplies and Materials	16,907	4,525	16,944
10 Equipment—Replacement	23,760	2,975	1,243
13 Fixed Charges	1,224	1,313	2,127
Total Operating Expenses	235,325	183,904	172,966
Total Expenditure	1,926,100	1,895,089	1,841,980
Original General Fund Appropriation	52,568,699	1,877,089	
Transfer of General Fund Appropriation	-50,636,212		
Total General Fund Appropriation	1,932,487	1,877,089	
Less: General Fund Reversion/Reduction	24,387		
Net General Fund Expenditure	1,908,100	1,877,089	1,823,080
Special Fund Expenditure	18,000	18,000	18,900
Total Expenditure	1,926,100	1,895,089	1,841,980

Special Fund Income:

C00303 Administration of Local Tax Credits	18,000	18,000	18,900
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DEPARTMENT OF ASSESSMENTS & TAXATION

E50C00.10 CHARTER UNIT

PROGRAM DESCRIPTION

This Program is the central repository of all records of business entity formation and filings (charters, limited liability companies, limited partnerships and business trusts). The program provides resident agent information for service of process on these entities and accepts service in certain instances on their behalf. It also records trade names. It is the place of filing for most financing statements under the Uniform Commercial Code.

MISSION

To provide courteous and convenient services for business formation and operation in the State.

VISION

A State in which the business community and the general public have access to services performed by the Department in the most efficient and convenient means possible through the use of modern technology.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To facilitate and foster business expansion in the State by providing corporate entity formation, commercial transaction, and document filing systems.

Objective 1.1 To provide “regular” service document return within 7 days.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total number of documents	86,784	89,265	90,000	90,000
Quality: Number of documents processed within 3 days	54,674	60,165	61,200	61,740
Average number of days	8.9	7.9	7.5	7.5
Percentage of documents processed within 3 days	63%	67.4%	68%	68.6%
Percentage improvements in processing over previous year	9.0%	7.0%	1.0%	1.0%

Objective 1.2 To provide “expedited” service within 24 hours.

	2001	2002	2003	2004
Performance Measures	Actual	Actual	Estimated	Estimated
Input: Total number of “expedited” requests	74,483	66,579	68,000	70,000
Quality: Total number of documents processed within 24 hours	67,035	61,253	63,104	65,100
Percent of documents processed within 24 hours	90%	92%	92.8%	93%
Average response time (hours)	25.2	23.7	23.5	23.0
Percent improvements in processing over previous year	153%	6%	1%	1%

STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

E50C00.10 CHARTER UNIT

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	69.00	64.00	64.00
Number of Contractual Positions	2.00	2.00	2.00
01 Salaries, Wages and Fringe Benefits	2,833,906	2,938,005	2,907,979
02 Technical and Special Fees	45,096	49,504	42,094
03 Communication	187,492	198,134	210,945
04 Travel	2,923	5,500	1,725
08 Contractual Services	539,002	534,256	504,104
09 Supplies and Materials	66,428	54,070	64,580
10 Equipment—Replacement	37,563	5,000	22,200
11 Equipment—Additional	73,659		
13 Fixed Charges	1,758	2,475	3,469
Total Operating Expenses	908,825	799,435	807,023
Total Expenditure	3,787,827	3,786,944	3,757,096
Original General Fund Appropriation	1,026,583	1,064,487	
Transfer of General Fund Appropriation	45,000		
Total General Fund Appropriation	1,071,583	1,064,487	
Less: General Fund Reversion/Reduction	8,756		
Net General Fund Expenditure	1,062,827	1,064,487	1,007,096
Special Fund Expenditure	2,725,000	2,722,457	2,750,000
Total Expenditure	3,787,827	3,786,944	3,757,096
Special Fund Income:			
C00304 Expedited Service	2,725,000	2,722,457	2,750,000

STATE LOTTERY AGENCY

E75D00.01 ADMINISTRATION AND OPERATIONS

PROGRAM DESCRIPTION

The Administration and Operation program of the Lottery Budget encompasses all of the expenses incurred in the operation of Lottery gaming in Maryland. This program does not include the actual expenses of the Lottery games, which are prize expenses and selling expenses (commissions, cashing fees, and agent incentive expenses).

MISSION

The mission of the State Lottery Agency is to provide revenue through the sale of entertaining lottery products to support state programs and services benefiting the citizens of Maryland.

We administer and promote the sale of lottery products in a secure and responsible manner designed to enhance public confidence in the integrity and fairness of the Lottery. This is achieved in partnership with a network of licensed lottery retailers.

VISION

We envision ourselves as an innovative, adaptive and responsible business that will continue to provide a reliable source of revenue for state government well into the future.

We will utilize the latest technological tools and resources to provide a range of entertaining products and access opportunities that appeals to a broad player base.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To increase revenue for the operation of State Government.

Objective 1.1 For fiscal year 2004, the Agency will increase Lottery revenues to a total of 470.5 million to support State programs and services.

Objective 1.2 For fiscal year 2004, the Agency will raise \$ 22.0 million in revenue to support the Maryland Stadium Authority.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Outcomes: Total amount of Revenue generated by the State Lottery Agency to support State programs and services (\$millions)	407.0	442.5	453.9	470.5
Amount of revenue generated by the State Lottery Agency to support the Maryland Stadium Authority (\$millions)	22.0	26.2	21.9	22.0

Goal 2. To increase Lottery ticket sales.

Objective 2.1 The Agency will increase lottery sales as necessary to meet revenue objectives, each year through fiscal year 2004.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Output: Amount of ticket sales generated by the Agency (\$millions)	1,210.6	1,306.6	1,372.9	1,436.6

Goal 3. To increase the level of customer satisfaction among Lottery players and Sales Agents.

Objective 3.1 The Agency will maintain player satisfaction at or above 80% in fiscal year 2004.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Quality: Player Satisfaction Index (weighted composite of player's satisfaction ratings for games provided, their retailer experience and accessibility to Lottery products)	80.0 %	81.0 %	80.0 %	80.0 %

STATE LOTTERY AGENCY

E75D00.01 ADMINISTRATION AND OPERATIONS (Continued)

Objective 3.2 By fiscal year 2004 the Agency will increase Sales Agent satisfaction by 2 percentage points to 81%.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Quality: Retailer Satisfaction Index (Weighted composite of Sales Agent's satisfaction rating for customers service, the total service relationship with the Agency, and their individual Field Service Representative)	83.0 %	79.0 %	80.0 %	81.0 %

Goal 4. To broaden the Agency's player base.

Objective 4.1 By fiscal year 2004 the Agency will broaden its player base by two percentage points to 52.0%.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Outcome: Percent of adult Marylanders who indicate they have played any Lottery game in past 12 months	53.0 %	50.0 %	51.0 %	52.0 %

Goal 5. To maintain the Agency's ranking among the top ten most efficient State lotteries in the country.

Objective 5.1 The Agency will achieve a ratio of cost to sales of five percent or less in fiscal year 2004.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Efficiency: The ratio of operating costs to sales	3.93 %	3.86 %	3.85 %	5.00 %

Goal 6. To enhance the Agency's public approval rating.

Objective 6.1 By fiscal year 2004 the Agency will increase its public approval rating from 49% in fiscal year 2002 to 52% in fiscal year 2004.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Quality: Percent of adult Marylanders who give the Agency a positive approval rating on the customer survey	48.0 %	49.0 %	50.0 %	52.0 %

Goal 7. To improve the use of technology in conducting the business operation of the Agency.

Objective 7.1 All Agency public information and services (allowable under State Law) will be 50 percent Internet enabled by calendar year 2002, 65 percent by calendar year 2003, and 80 percent by calendar year 2004.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Quality: The percentage of Agency business operations (allowable under State Law) conducted via electronic Commerce	42.0 %	47.0 %	65.0 %	80.0 %

Goal 8. To develop and maintain a highly motivated and productive workforce.

Objective 8.1 By fiscal year 2004, increase by 3 percentage points the degree to which employees feel positively about their jobs.

Performance Measures	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Quality: Percent of Agency employees who are satisfied with their job at the Agency	54.0 %	51.0 %	52.5 %	54.0 %

STATE LOTTERY AGENCY

E75D00.01 ADMINISTRATION AND OPERATIONS

SUMMARY OF REVENUES (PER BOARD OF REVENUE ESTIMATES-\$ MILLIONS)

	2001 Actual	2002 Actual	2003 Estimated	2004 Estimated
Performance Measures/Performance Indicators				
Lottery Sales:				
Pick 3.....	305.4	306.9	305.4	302.3
Pick 4.....	198.6	201.4	203.4	206.5
Lotto.....	51.9	37.7	33.0	28.8
Cash In Hand.....	22.2	18.2	3.7	0.0
Instant Game.....	264.1	299.2	329.1	353.8
Keno.....	319.5	355.7	386.0	416.8
Match 5.....	0.0	8.3	22.7	26.5
International.....	0.0	0.0	0.0	12.3
Mega Millions.....	47.6	77.9	89.6	98.6
Let It Ride.....	1.4	1.3	0.0	0.0
Total Lottery Sales.....	1,210.6	1,306.6	1,372.9	1,436.6
Less:				
Agent Earnings.....	77.0	85.5	89.2	93.3
Operating Budget.....	47.8	50.6	52.0	53.3
Prizes.....	678.8	728.0	777.8	819.5
Net Lottery Revenue.....	407.0	442.5	453.9	470.5
Less:				
Stadium Authority Revenue.....	22	26.2	21.9	22.0
Horse Racing Fund Revenue.....		2.2		
Total General Fund Revenue.....	385.0	414.1	432.0	448.5

STATE LOTTERY AGENCY

E75D00.01 ADMINISTRATION AND OPERATIONS

Program Description:

The Maryland State Lottery Agency operates various lottery games that generate revenue for the State's General Fund and Maryland Stadium Authority. All operating expenses of the Agency are paid for from the proceeds of the lottery games.

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	175.00	175.00	173.00
Number of Contractual Positions	5.50	5.50	5.50
01 Salaries, Wages and Fringe Benefits	9,536,622	9,281,786	9,980,241
02 Technical and Special Fees	325,561	257,481	228,585
03 Communication	1,075,665	980,772	944,691
04 Travel	80,395	89,158	80,158
06 Fuel and Utilities		70,826	70,826
07 Motor Vehicle Operation and Maintenance	240,153	225,120	271,300
08 Contractual Services	37,051,491	36,940,805	37,778,034
09 Supplies and Materials	184,375	229,301	168,675
10 Equipment—Replacement	331,474	207,066	227,418
11 Equipment—Additional	1,354,863	2,426,029	2,532,960
13 Fixed Charges	376,287	875,251	982,935
14 Land and Structures		400,000	
Total Operating Expenses	40,694,703	42,444,328	43,056,997
Total Expenditure	50,556,886	51,983,595	53,265,823
Special Fund Expenditure	50,556,886	51,983,595	53,265,823

Special Fund Income:

E75301 Lottery Ticket Sales	50,556,886	51,983,595	53,265,823
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PROPERTY TAX ASSESSMENT APPEALS BOARDS

E80E00.01 PROPERTY TAX ASSESSMENT APPEALS BOARDS

PROGRAM DESCRIPTION

The Property Tax Assessment Appeals Boards, located in each county and Baltimore City, hear appeals on actions of the State Department of Assessments and Taxation on matters relating to the assessment of property or on any other tax matters which may be assigned by the General Assembly. Property assessments made by the State Assessors may be appealed to the local Property Tax Assessment Appeals Boards in the counties and Baltimore City, prior to the Maryland Tax Court and subsequent State court reviews.

MISSION

This agency was established to provide a means for every property owner in the State to appeal the valuation established for tax purposes by the State Department of Assessment and Taxation.

VISION

Every appeal filed would be heard in a timely manner and every decision rendered would be accurate and fair based on the evidence presented at the hearings. Within 30 days, a written decision that states the Boards findings as well as the basis for the findings would be sent to the petitioner in writing. All of these actions would be accomplished on-line through e-government.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To conduct appeals in a timely and efficient fashion.

Objective 1.1. To hear every appeal and render a decision for every appeal filed during the appeal cycle year.

	2001 Actual	2002 Estimated	2003 Estimated	2004 Estimated
Performance Measures:				
(Calendar Years)				
Inputs: Appeals filed	7,463	9,810	8,988	9,886
Outputs: Appeals heard	4,992	4,851	5,704	6,920
Outcomes: Appeals clearance rate	67%	49%	63%	70%
Quality: Average length of time from appeal filing and appeal hearing (months):				
Metro counties/Baltimore City	5	5	5	5
All others	3	3	3	3
Average length of time from hearing to decision (days)	30	30	30	30
Number of appeals pending at end of appeal cycle year	4,249	4,226	3,284	2,500

Goal 2. To render accurate and fair decisions.

Objective 2.1. In each year, less than 10% of decisions shall be appealed to the Maryland Tax Court.

	2001 Actual	2002 Estimated	2003 Estimated	2004 Estimated
Performance Measures:				
(Calendar Years)				
Inputs: Appeals Filed	7,463	9,810	8,988	9,886
Quality: Number of appeals filed with Maryland Tax Court	554	564	650	715
Percentage of appeals filed with Maryland Tax Court	7.4%	5.7%	7.2%	7.2%
Outcome: Percentage of affirmations by Maryland Tax Court	53%	49%	52%	50%

PROPERTY TAX ASSESSMENT APPEALS BOARDS

E80E00.01 PROPERTY TAX ASSESSMENT APPEALS BOARDS (Continued)

Objective 2.2. In each year, the Board will ensure and attempt to measure the fairness of decisions rendered by achieving a survey response rate of at least 33% and at least 2 “satisfactory” responses for each “unsatisfactory” response.

	2001	2002	2003	2004
Performance Measures:	Actual	Actual	Estimated	Estimated
Inputs: Customer surveys distributed	*	*	*	500
Outputs: Customer surveys collected and responses recorded	*	*	*	165
Efficiency: Percentage of surveys distributed that were returned	*	*	*	33%
Quality: Satisfactory vs. unsatisfactory ratio	*	*	*	2:1

Note: * New measures for which data is not available.

PROPERTY TAX ASSESSMENT APPEALS BOARDS

E80E00.01 PROPERTY TAX ASSESSMENT APPEALS BOARDS

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
Number of Authorized Positions	9.00	9.00	9.00
01 Salaries, Wages and Fringe Benefits	763,117	765,519	779,242
03 Communication.....	31,922	23,512	28,414
04 Travel.....	24,518	15,800	14,500
06 Fuel and Utilities.....	87		
07 Motor Vehicle Operation and Maintenance	11,939	14,141	13,485
08 Contractual Services.....	38,604	16,774	16,742
09 Supplies and Materials	10,444	10,300	9,000
10 Equipment—Replacement.....	21,370	10,304	
11 Equipment—Additional	3,281		
12 Grants, Subsidies and Contributions.....	2,115		
13 Fixed Charges	70,830	77,029	80,191
Total Operating Expenses.....	215,110	167,860	162,332
Total Expenditure	978,227	933,379	941,574
Original General Fund Appropriation.....	907,015	933,379	
Transfer of General Fund Appropriation.....	72,212		
Total General Fund Appropriation.....	979,227	933,379	
Less: General Fund Reversion/Reduction.....	1,000		
Net General Fund Expenditure.....	978,227	933,379	941,574

REGISTERS OF WILLS

OBJECTIVES

Section 2-205 of the Estate and Trusts Article provides that if the fees and receipts of the Registers of Wills are insufficient in any year to pay the authorized salaries and expenses of any Register of Wills, a deficiency shall be paid to the Register of Wills by the Comptroller from funds provided in the State budget for that purpose.

E90G00.01 SUPPLEMENT FOR REGISTERS OF WILLS

Program Description:

The supplement for Registers of Wills program provides funds from which deficiencies in the operations of the various Registers of Wills may be paid.

Appropriation Statement:

	2002 Actual	2003 Appropriation	2004 Allowance
12 Grants, Subsidies and Contributions.....	59,116	75,000	75,000
Total Operating Expenses.....	59,116	75,000	75,000
Total Expenditure	59,116	75,000	75,000
Total General Fund Appropriation.....	75,000	75,000	
Less: General Fund Reversion/Reduction.....	15,884		
Net General Fund Expenditure.....	59,116	75,000	75,000

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a01 Office of the Comptroller							
e00a0101 Executive Direction							
comptroller state of md	1.00	100,000	1.00	106,250	1.00	114,584	
chf deputy comptroller	1.00	116,711	1.00	119,019	1.00	119,019	
exec vii	1.00	108,461	1.00	110,606	1.00	110,606	
div dir ofc atty general	1.00	107,043	1.00	108,140	1.00	108,140	
asst state compt iv	2.00	155,654	2.00	158,732	2.00	158,732	
asst attorney general viii	1.00	86,933	1.00	89,249	1.00	89,249	
administrator vii	2.00	156,729	2.00	159,604	2.00	159,604	
asst state compt ii	1.00	118,141	2.00	134,226	2.00	134,226	
administrator iv	1.00	56,746	1.00	58,124	1.00	58,124	
asst state compt i	1.00	53,549	1.00	60,416	1.00	60,416	
administrator iii	2.00	55,326	.00	0	.00	0	
accountant, advanced	.00	27,783	1.00	45,029	1.00	45,029	
administrator i	1.00	53,983	1.00	45,029	1.00	45,029	
internal auditor ii	1.00	2,902	.00	0	.00	0	
revenue administrator iv	2.00	98,950	2.00	101,070	2.00	101,070	
accountant ii	1.00	15,360	.00	0	.00	0	
admin officer iii	1.00	2,024	.00	0	.00	0	
pub affairs officer ii	1.00	54,523	2.00	89,493	2.00	89,493	
pub affairs officer ii	.00	40,246	1.00	44,670	1.00	44,670	
revenue administrator iii	2.00	93,706	2.00	94,638	2.00	94,638	
accountant i	.00	0	.00	0	.00	0	
revenue administrator ii	1.00	43,455	1.00	44,314	1.00	44,314	
pub affairs officer i	1.00	28,987	.00	0	.00	0	
pub affairs officer i	1.00	3,849	.00	0	.00	0	
pub affairs specialist iii	.00	28,267	1.00	36,717	1.00	36,717	
pub affairs specialist ii	1.00	0	.00	0	.00	0	
paralegal ii	1.00	36,697	1.00	37,423	1.00	37,423	
exec assoc i	1.00	43,547	1.00	44,314	1.00	44,314	
management assoc	1.00	38,071	1.00	39,191	1.00	39,191	
admin aide	1.00	35,547	1.00	35,740	1.00	35,740	
office secy iii	.00	9,978	1.00	33,493	1.00	33,493	
office secy ii	2.50	67,373	1.50	42,087	1.50	42,087	
TOTAL e00a0101*	33.50	1,840,541	30.50	1,837,574	30.50	1,845,908	
e00a0102 Financial and Support Services							
asst state compt iv	1.00	76,846	1.00	78,366	1.00	78,366	
asst state compt iii	1.00	71,258	1.00	73,107	1.00	73,107	
asst state compt ii	.00	24,577	1.00	67,100	1.00	67,100	
admin prog mgr i	1.00	39,544	.00	0	.00	0	
accountant supervisor i	1.00	53,179	1.00	53,975	1.00	53,975	
administrator ii	2.00	104,876	2.00	106,960	2.00	106,960	
personnel administrator i	.00	31,855	1.00	53,975	1.00	53,975	
administrator i	.00	28,222	1.00	40,184	1.00	40,184	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a0102 Financial and Support Services							
personnel officer iii	2.00	64,981	1.00	45,902	1.00	45,902	
accountant ii	2.00	86,753	2.00	85,995	2.00	85,995	
admin officer iii	1.00	45,965	.00	0	.00	0	
revenue administrator iii	1.00	45,965	1.00	47,319	1.00	47,319	
admin officer ii	.00	10,801	1.00	43,472	1.00	43,472	
personnel officer i	1.00	53,843	2.00	85,358	2.00	85,358	
admin officer i	.00	23,455	.00	0	.00	0	
revenue administrator i	1.00	26,786	.00	0	.00	0	
personnel specialist ii	.00	26,408	1.00	38,145	1.00	38,145	
personnel specialist i	1.00	9,977	.00	0	.00	0	
services supervisor iii	1.00	6,632	.00	0	.00	0	
services supervisor ii	1.00	34,970	1.00	35,740	1.00	35,740	
agency buyer i	1.00	32,417	1.00	33,493	1.00	33,493	
services supervisor i	1.00	32,788	1.00	33,493	1.00	33,493	
agency procurement specialist i	.00	0	1.00	31,836	1.00	31,836	
agency procurement specialist t	1.00	29,288	.00	0	.00	0	
personnel associate ii	1.00	56,628	3.00	99,543	3.00	99,543	
personnel associate i	2.00	48,366	1.00	30,465	1.00	30,465	
personnel clerk	.00	12,560	.00	0	.00	0	
management associate	2.00	68,280	1.00	40,718	1.00	40,718	
fiscal accounts clerk superviso	1.00	33,001	1.00	33,399	1.00	33,399	
admin aide	1.00	27,211	1.00	30,153	1.00	30,153	
fiscal accounts clerk ii	1.50	28,278	1.50	40,967	1.50	40,967	
services specialist	1.00	29,312	1.00	30,226	1.00	30,226	
office services clerk	1.00	4,138	.00	0	.00	0	
supv of offset machn operatrs	1.00	29,385	.00	0	.00	0	
fiscal accounts clerk i	.00	10,368	1.00	21,675	1.00	21,675	
offset machine operator ii	1.00	22,051	.00	0	.00	0	
fiscal accounts clerk trainee	1.00	9,955	.00	0	.00	0	
office appliance clerk ii	.00	25,692	1.00	26,369	1.00	26,369	
office processing clerk i	1.00	19,599	1.00	20,347	1.00	20,347	
print shop supv ii	1.00	35,047	.00	0	.00	0	
building services worker ii	4.00	94,948	4.00	96,731	4.00	96,731	
stock clerk ii	2.00	22,237	1.00	23,827	1.00	23,827	
TOTAL e00a0102*	41.50	1,538,442	37.50	1,448,840	37.50	1,448,840	
TOTAL e00a01 **	75.00	3,378,983	68.00	3,286,414	68.00	3,294,748	

e00a02 General Accounting Division

e00a0201 Accounting Control and Reporting

asst state compt vi	1.00	100,822	1.00	102,816	1.00	102,816	
prgm mgr senior i	2.00	162,592	2.00	167,004	2.00	167,004	
admin prog mgr iv	.00	4,116	.00	0	.00	0	
admin prog mgr ii	1.00	68,653	1.00	69,755	1.00	69,755	
accountant manager iii	1.00	62,242	1.00	63,823	1.00	63,823	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a02 General Accounting Division							
e00a0201 Accounting Control and Reporting							
accountant manager i	1.00	57,047	1.00	58,124	1.00	58,124	
accountant supervisor ii	1.00	57,094	1.00	57,658	1.00	57,658	
systems control accountant lead	.00	40,555	1.00	52,353	1.00	52,353	
accountant supervisor i	1.00	47,401	1.00	48,084	1.00	48,084	
revenue administrator v	1.00	0	.00	0	.00	0	
systems control accountant ii c	.00	8,489	1.00	48,084	1.00	48,084	
accountant, advanced	3.00	79,732	4.00	167,240	4.00	167,240	
accountant, lead	1.00	9,674	1.00	37,255	1.00	37,255	
dp functional analyst ii	1.00	23,976	.00	0	.00	0	
management specialist iv	1.00	48,861	1.00	49,572	1.00	49,572	
accountant ii	4.00	142,663	3.00	124,741	3.00	124,741	
computer info services spec ii	2.00	85,127	2.00	86,810	2.00	86,810	
dp functional analyst i	1.00	35,579	1.00	42,174	1.00	42,174	
revenue administrator iii	1.00	46,715	1.00	47,319	1.00	47,319	
accountant i	1.00	23,117	.00	0	.00	0	
management specialist iii	.00	19,506	1.00	41,839	1.00	41,839	
computer info services spec i	1.00	3,070	.00	0	.00	0	
management specialist ii	1.00	21,999	.00	0	.00	0	
revenue examiner i	.00	917	.00	0	.00	0	
fiscal accounts technician supv	1.00	37,240	1.00	37,721	1.00	37,721	
fiscal accounts technician ii	5.00	186,522	6.00	212,473	6.00	212,473	
fiscal accounts technician i	1.00	41,489	1.00	25,286	1.00	25,286	
exec assoc i	1.00	43,705	1.00	44,314	1.00	44,314	
fiscal accounts clerk manager	1.00	39,116	1.00	39,504	1.00	39,504	
management associate	2.00	81,898	2.00	83,008	2.00	83,008	
fiscal accounts clerk superviso	3.00	78,672	2.00	76,290	2.00	76,290	
fiscal accounts clerk ii	8.00	134,804	5.00	136,196	5.00	136,196	
fiscal accounts clerk i	.00	41,372	3.00	69,382	3.00	69,382	
fiscal accounts clerk trainee	1.00	49,392	2.00	45,495	2.00	45,495	
obs-fiscal aide i	1.00	561	.00	0	.00	0	
TOTAL e00a0201*	50.00	1,884,718	48.00	2,034,320	48.00	2,034,320	
TOTAL e00a02 **	50.00	1,884,718	48.00	2,034,320	48.00	2,034,320	
e00a03 Bureau of Revenue Estimates							
e00a0301 Estimating of Revenues							
asst state compt vi	1.00	85,304	1.00	86,991	1.00	86,991	
administrator vii	1.00	60,804	1.00	70,893	1.00	70,893	
asst state compt iii	1.00	70,811	1.00	71,701	1.00	71,701	
research analyst iv	1.00	0	.00	0	.00	0	
office secy i	1.00	0	.00	0	.00	0	
TOTAL e00a0301*	5.00	216,919	3.00	229,585	3.00	229,585	
TOTAL e00a03 **	5.00	216,919	3.00	229,585	3.00	229,585	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a04 Revenue Administration Division							
e00a0401 Revenue Administration							
asst state compt vi	1.00	87,706	1.00	89,440	1.00	89,440	
prgm mgr senior i	2.00	159,785	2.00	165,392	2.00	165,392	
prgm mgr iv	.00	76,306	1.00	75,148	1.00	75,148	
asst state compt iii	1.00	1,817	.00	0	.00	0	
asst state compt ii	6.00	399,244	6.00	407,886	6.00	407,886	
tax consultant ii	1.00	52,929	1.00	53,975	1.00	53,975	
computer network spec supr	1.00	59,830	1.00	61,597	1.00	61,597	
computer network spec lead	1.00	13,623	.00	0	.00	0	
dp functional analyst superviso	.00	31,971	1.00	57,658	1.00	57,658	
revenue administrator vi	6.00	336,487	6.00	345,036	6.00	345,036	
accountant supervisor i	3.00	154,607	3.00	157,919	3.00	157,919	
computer info services spec sup	1.00	53,429	1.00	53,975	1.00	53,975	
computer network spec ii	2.00	155,279	4.00	187,036	4.00	187,036	
dp functional analyst lead	2.00	76,833	1.00	55,027	1.00	55,027	
revenue administrator v	2.00	107,660	2.00	110,054	2.00	110,054	
dp functional analyst ii	1.00	47,934	2.00	99,162	2.00	99,162	
obs-data proc prog analyst spec	1.00	49,088	1.00	50,535	1.00	50,535	
revenue administrator iv	17.00	786,073	16.00	799,148	16.00	799,148	
accountant ii	2.00	115,579	4.00	168,799	4.00	168,799	
admin officer iii	1.00	44,054	1.00	44,670	1.00	44,670	
computer info services spec ii	1.00	46,215	1.00	47,319	1.00	47,319	
computer network spec trainee	1.00	24,065	.00	0	.00	0	
dp functional analyst i	.00	158,085	4.00	169,083	4.00	169,083	
revenue administrator iii	4.00	160,242	3.00	141,957	3.00	141,957	
accountant i	3.00	80,571	2.00	73,759	2.00	73,759	
dp functional analyst trainee	5.00	51,980	1.00	32,715	1.00	32,715	
obs-data proc prog analyst spec	1.00	40,630	1.00	32,715	1.00	32,715	
obs-fiscal specialist i	2.00	87,098	2.00	88,628	2.00	88,628	
revenue administrator ii	8.00	347,345	8.00	354,512	8.00	354,512	
revenue specialist iii	18.00	775,483	19.00	824,654	19.00	824,654	
accountant trainee	1.00	22,429	.00	0	.00	0	
revenue administrator i	2.00	53,667	1.00	40,718	1.00	40,718	
revenue specialist ii	35.00	1,335,120	37.00	1,470,099	37.00	1,470,099	
admin spec iii	1.00	38,715	1.00	38,880	1.00	38,880	
revenue specialist i	69.40	2,750,025	84.40	3,128,385	84.40	3,128,385	
revenue examiner iii	24.90	872,745	21.40	740,853	21.40	740,853	
revenue examiner iii	.20	0	.20	5,392	.20	5,392	
revenue examiner ii	14.00	401,508	18.00	503,007	18.00	503,007	
revenue examiner i	20.50	248,431	4.00	97,836	4.00	97,836	
dp production control spec lead	3.00	131,133	4.00	135,973	4.00	135,973	
dp production control spec ii	5.00	122,621	4.00	122,243	4.00	122,243	
police officer ii	.00	0	1.00	38,880	1.00	38,880	
building guard ii	2.00	47,686	2.00	47,973	2.00	47,973	
building guard i	.00	-906	.00	0	.00	0	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a04 Revenue Administration Division							
e00a0401 Revenue Administration							
fiscal accounts technician supv	1.00	34,656	1.00	34,322	1.00	34,322	
fiscal accounts technician ii	5.00	193,692	7.00	226,506	7.00	226,506	
fiscal accounts technician i	.00	25,806	.00	0	.00	0	
obs-fiscal associate i	1.00	0	.00	0	.00	0	
exec assoc i	1.00	43,047	1.00	44,314	1.00	44,314	
management associate	4.00	161,452	4.00	163,673	4.00	163,673	
fiscal accounts clerk superviso	6.00	206,030	6.00	209,603	6.00	209,603	
admin aide	5.50	189,650	5.50	191,505	5.50	191,505	
office supervisor	2.50	73,532	2.50	76,732	2.50	76,732	
fiscal accounts clerk, lead	1.00	30,446	1.00	31,048	1.00	31,048	
obs-office supervisor iii	1.00	29,139	1.00	33,493	1.00	33,493	
office secy iii	4.00	148,759	4.00	123,570	4.00	123,570	
fiscal accounts clerk ii	16.50	543,270	21.50	636,520	21.50	636,520	
office secy ii	2.50	64,361	2.30	72,988	2.30	72,988	
office secy ii	.00	0	.20	4,744	.20	4,744	
office services clerk lead	1.00	31,080	1.00	31,992	1.00	31,992	
obs-fiscal clerk iii, general	1.00	790	.00	0	.00	0	
obs-office supervisor i	1.00	29,622	1.00	29,988	1.00	29,988	
office services clerk	19.00	437,698	16.00	435,327	16.00	435,327	
word processing supervisor ii	1.00	7,426	.00	0	.00	0	
fiscal accounts clerk i	7.00	96,278	1.00	24,210	1.00	24,210	
obs-fiscal clerk ii, general	3.00	51,320	2.00	51,804	2.00	51,804	
office clerk ii	18.00	521,650	23.00	582,728	23.00	582,728	
fiscal accounts clerk trainee	1.00	38,789	2.00	43,790	2.00	43,790	
obs-office clerk i	.00	4,016	.00	0	.00	0	
office clerk i	6.00	134,251	8.00	170,845	8.00	170,845	
office processing clerk i	.00	18,740	2.00	40,694	2.00	40,694	
office clerk assistant	9.00	120,709	4.00	83,475	4.00	83,475	
office processing assistant	3.00	41,988	1.00	18,424	1.00	18,424	
obs-office assistant ii gen	1.00	5,828	.00	0	.00	0	
TOTAL e00a0401*	394.00	13,889,147	391.00	14,480,333	391.00	14,480,333	
TOTAL e00a04 **	394.00	13,889,147	391.00	14,480,333	391.00	14,480,333	
e00a05 Compliance Division							
e00a0501 Compliance Administration							
asst state compt vi	1.00	92,831	1.00	94,553	1.00	94,553	
asst attorney general viii	1.00	67,998	1.00	87,526	1.00	87,526	
prgm mgr senior i	2.00	163,092	2.00	167,004	2.00	167,004	
asst attorney general vi	2.00	211,717	3.00	232,878	3.00	232,878	
prgm mgr iv	.00	4,116	.00	0	.00	0	
asst state compt iii	.00	15,022	1.00	73,107	1.00	73,107	
asst state compt ii	5.00	308,332	6.00	385,246	6.00	385,246	
asst state compt i	1.00	55,626	1.00	57,011	1.00	57,011	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a05 Compliance Division							
e00a0501 Compliance Administration							
tax consultant ii	3.00	33,473	.00	0	.00	0	
asst attorney general v	1.00	4,533	.00	0	.00	0	
fiscal services administrator i	1.00	68,063	1.00	70,322	1.00	70,322	
fiscal services administrator i	2.00	124,078	2.00	125,602	2.00	125,602	
financial compliance auditor pr	2.00	106,779	1.00	58,783	1.00	58,783	
revenue administrator vi	7.00	589,422	11.00	634,326	11.00	634,326	
computer info services spec sup	1.00	46,780	1.00	48,084	1.00	48,084	
financial compliance auditor su	3.00	153,951	3.00	158,159	3.00	158,159	
revenue administrator v	2.00	314,920	7.00	378,877	7.00	378,877	
financial compliance auditor, l	2.00	56,728	1.00	50,535	1.00	50,535	
revenue administrator iv	9.00	250,933	4.00	202,140	4.00	202,140	
revenue field auditor supr	11.00	487,914	9.00	452,907	9.00	452,907	
computer info services spec ii	2.00	115,256	3.00	129,088	3.00	129,088	
financial compliance auditor ii	2.00	109,715	3.00	135,843	3.00	135,843	
revenue administrator iii	7.00	389,711	9.00	424,971	9.00	424,971	
revenue field auditor sr	24.00	1,238,295	29.50	1,384,798	29.50	1,384,798	
financial compliance auditor i	3.00	87,257	1.00	40,267	1.00	40,267	
obs-fiscal specialist i	3.00	97,997	3.00	121,343	3.00	121,343	
revenue administrator ii	6.00	202,378	4.00	176,414	4.00	176,414	
revenue field auditor ii	9.50	535,047	16.00	653,374	16.00	653,374	
revenue specialist iii	4.00	191,746	5.00	221,570	5.00	221,570	
computer info services spec i	1.00	10,232	.00	0	.00	0	
financial compliance auditor tr	.00	54,058	2.00	72,647	2.00	72,647	
revenue administrator i	5.50	249,414	6.50	268,219	6.50	268,219	
revenue specialist ii	19.60	808,772	21.60	872,511	21.60	872,511	
obs-accountant-auditor iii	2.00	38,126	1.00	38,880	1.00	38,880	
revenue field auditor i	20.00	364,995	10.00	319,988	10.00	319,988	
revenue specialist i	63.50	2,533,260	71.50	2,710,547	71.50	2,710,547	
revenue examiner iii	23.00	656,692	18.00	617,286	18.00	617,286	
revenue examiner iii	.20	0	.20	5,392	.20	5,392	
revenue examiner ii	9.00	232,044	12.00	325,300	12.00	325,300	
revenue examiner i	13.00	146,418	3.00	75,344	3.00	75,344	
dp production control spec ii	.00	15,029	1.00	34,135	1.00	34,135	
dp production control spec i	1.00	16,343	.00	0	.00	0	
fiscal accounts technician supv	.00	12,234	1.00	40,718	1.00	40,718	
paralegal ii	1.00	30,381	1.00	30,982	1.00	30,982	
fiscal accounts technician ii	.00	43,638	3.00	107,908	3.00	107,908	
fiscal accounts technician i	3.00	58,541	.00	0	.00	0	
exec assoc i	1.00	43,955	1.00	44,314	1.00	44,314	
management assoc	1.00	42,497	1.00	41,504	1.00	41,504	
management associate	3.00	116,264	3.00	123,726	3.00	123,726	
fiscal accounts clerk superviso	1.00	42,031	1.00	30,982	1.00	30,982	
admin aide	5.00	140,034	4.00	135,202	4.00	135,202	
admin aide	1.00	35,047	1.00	35,740	1.00	35,740	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a05 Compliance Division							
e00a0501 Compliance Administration							
office supervisor	1.00	33,354	1.00	33,759	1.00	33,759	
fiscal accounts clerk, lead	2.00	45,670	1.00	32,246	1.00	32,246	
office secy iii	8.00	227,377	7.00	234,463	7.00	234,463	
fiscal accounts clerk ii	11.00	294,083	11.00	318,754	11.00	318,754	
office secy ii	3.00	104,239	4.00	127,968	4.00	127,968	
office processing clerk lead	.00	20,347	1.00	32,347	1.00	32,347	
office secy i	1.00	29,656	1.00	29,988	1.00	29,988	
office services clerk	1.00	31,567	1.00	33,598	1.00	33,598	
fiscal accounts clerk i	2.00	20,886	1.00	20,894	1.00	20,894	
obs-office clerk ii	2.00	21,994	1.00	31,492	1.00	31,492	
office clerk ii	5.00	115,884	2.90	82,557	2.90	82,557	
office processing clerk ii	2.00	46,571	2.00	46,017	2.00	46,017	
offset machine operator ii	1.00	27,573	1.00	28,118	1.00	28,118	
fiscal accounts clerk trainee	.00	21,507	1.00	29,520	1.00	29,520	
office clerk i	.90	13,179	.00	0	.00	0	
office processing clerk i	1.00	12,844	.00	0	.00	0	
stock clerk ii	1.00	24,253	1.00	24,733	1.00	24,733	
TOTAL e00a0501*	332.20	12,904,699	328.20	13,602,507	328.20	13,602,507	
TOTAL e00a05 **	332.20	12,904,699	328.20	13,602,507	328.20	13,602,507	
e00a06 Field Enforcement Division							
e00a0601 Field Enforcement Administration							
exec vi	1.00	90,201	1.00	91,957	1.00	91,957	
prgm mgr senior i	.00	57,544	1.00	74,301	1.00	74,301	
prgm mgr iv	1.00	15,601	.00	0	.00	0	
asst state compt ii	.00	104,513	2.00	120,643	2.00	120,643	
comp field enforcement agent ch	1.00	59,080	1.00	59,738	1.00	59,738	
asst state compt i	2.00	13,880	.00	0	.00	0	
revenue administrator vi	1.00	57,893	1.00	58,783	1.00	58,783	
administrator ii	1.00	49,732	1.00	50,941	1.00	50,941	
administrator i	1.00	47,026	1.00	47,701	1.00	47,701	
revenue administrator iv	.00	89,769	2.00	100,107	2.00	100,107	
revenue administrator iii	3.00	95,594	2.00	92,854	2.00	92,854	
chemist iii	2.00	86,501	2.00	88,628	2.00	88,628	
revenue administrator ii	.00	4,388	1.00	44,314	1.00	44,314	
revenue administrator i	2.00	77,896	1.00	41,504	1.00	41,504	
chemist ii	1.00	34,996	1.00	34,679	1.00	34,679	
compliance inspector spvr compt	1.00	4,436	.00	0	.00	0	
compliance inspector iii comptro	7.00	233,938	6.00	238,999	6.00	238,999	
octane specialist	1.00	34,660	1.00	35,345	1.00	35,345	
compliance inspector ii comptro	.00	14,877	1.00	33,759	1.00	33,759	
compliance inspector i comptrol	1.00	18,414	.00	0	.00	0	
lab tech ii	1.00	29,640	.00	0	.00	0	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a06 Field Enforcement Division							
e00a0601 Field Enforcement Administration							
comp field enforcement agent su	2.00	105,357	3.00	147,716	3.00	147,716	
comp field enforcement agent ii	15.00	704,707	16.00	736,072	16.00	736,072	
police officer ii	1.00	37,769	.00	0	.00	0	
management associate	1.00	37,137	1.00	38,448	1.00	38,448	
admin aide	2.00	71,399	2.00	70,806	2.00	70,806	
office secy iii	.00	-2,815	.00	0	.00	0	
office secy i	1.00	21,429	1.00	23,096	1.00	23,096	
office clerk ii	.00	41,237	2.00	49,546	2.00	49,546	
office clerk i	2.00	4,676	.00	0	.00	0	
TOTAL e00a0601*	51.00	2,241,475	50.00	2,279,937	50.00	2,279,937	
TOTAL e00a06 **	51.00	2,241,475	50.00	2,279,937	50.00	2,279,937	
e00a07 Alcohol and Tobacco Tax Division							
e00a0701 Alcohol and Tobacco Tax Administration							
asst state compt iv	1.00	84,818	1.00	86,495	1.00	86,495	
prgm mgr iv	1.00	68,858	1.00	70,893	1.00	70,893	
asst state compt ii	.00	22,831	1.00	62,096	1.00	62,096	
asst state compt i	1.00	35,597	.00	0	.00	0	
revenue administrator vi	1.00	52,852	1.00	54,412	1.00	54,412	
revenue administrator iv	2.00	95,440	2.00	97,327	2.00	97,327	
computer info services spec ii	.00	38,174	1.00	47,319	1.00	47,319	
revenue administrator iii	1.00	46,454	1.00	47,319	1.00	47,319	
computer info services spec i	1.00	7,216	.00	0	.00	0	
revenue specialist i	4.00	127,908	3.00	110,193	3.00	110,193	
revenue examiner iii	2.00	81,812	3.00	103,994	3.00	103,994	
revenue examiner ii	2.00	27,936	2.00	59,793	2.00	59,793	
revenue examiner i	1.00	49,710	1.00	25,806	1.00	25,806	
exec assoc i	.00	16,454	1.00	40,267	1.00	40,267	
management associate	1.00	36,087	1.00	34,322	1.00	34,322	
admin aide	1.00	17,053	.00	0	.00	0	
office secy iii	.00	13,937	1.00	34,135	1.00	34,135	
fiscal accounts clerk ii	1.00	22,120	.00	0	.00	0	
office secy ii	1.00	18,371	.00	0	.00	0	
obs-fiscal clerk iii, general	1.00	28,317	1.00	28,877	1.00	28,877	
TOTAL e00a0701*	22.00	891,945	21.00	903,248	21.00	903,248	
TOTAL e00a07 **	22.00	891,945	21.00	903,248	21.00	903,248	
e00a08 Motor Fuel Tax Division							
e00a0801 Motor Fuel Tax Administration							
asst state compt iv	1.00	82,502	1.00	84,135	1.00	84,135	
asst state compt iii	.00	92,361	2.00	138,179	2.00	138,179	
asst state compt ii	2.00	46,831	.00	0	.00	0	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a08 Motor Fuel Tax Division							
e00a0801 Motor Fuel Tax Administration							
revenue administrator vi	1.00	57,893	1.00	58,783	1.00	58,783	
revenue administrator v	1.00	54,040	1.00	55,027	1.00	55,027	
revenue administrator iv	1.00	49,088	1.00	50,535	1.00	50,535	
admin officer iii	1.00	80,447	2.00	89,356	2.00	89,356	
revenue administrator iii	1.00	46,554	1.00	47,319	1.00	47,319	
admin officer i	1.00	8,823	.00	0	.00	0	
revenue administrator i	1.00	41,407	1.00	41,504	1.00	41,504	
admin spec ii	2.00	22,220	.00	0	.00	0	
revenue examiner iii	9.00	316,491	10.00	354,188	10.00	354,188	
revenue examiner ii	1.00	32,569	.00	0	.00	0	
revenue examiner i	.00	17,297	1.00	25,806	1.00	25,806	
management associate	1.00	40,262	1.00	39,947	1.00	39,947	
TOTAL e00a0801*	23.00	988,785	22.00	984,779	22.00	984,779	
TOTAL e00a08 **	23.00	988,785	22.00	984,779	22.00	984,779	
e00a09 Central Payroll Bureau							
e00a0901 Payroll Management							
asst state compt iv	1.00	82,430	1.00	83,598	1.00	83,598	
prgm mgr iv	1.00	72,946	1.00	78,128	1.00	78,128	
asst state compt ii	1.00	65,424	1.00	67,100	1.00	67,100	
it systems technical spec super	1.00	66,701	1.00	68,415	1.00	68,415	
accountant manager i	.00	26,053	1.00	61,597	1.00	61,597	
it systems technical spec	1.00	62,442	1.00	64,029	1.00	64,029	
revenue administrator vi	1.00	36,581	.00	0	.00	0	
accountant supervisor i	1.00	47,151	1.00	48,084	1.00	48,084	
administrator ii	1.00	59,435	1.00	60,610	1.00	60,610	
revenue administrator v	.00	-2,510	.00	0	.00	0	
accountant ii	1.00	-1,925	1.00	34,908	1.00	34,908	
computer info services spec ii	1.00	36,341	1.00	37,645	1.00	37,645	
accountant trainee	.00	4,574	1.00	30,664	1.00	30,664	
computer info services spec i	.00	871	.00	0	.00	0	
obs-accountant-auditor iv	.70	20,996	.50	20,752	.50	20,752	
dp production control spec i	.00	0	.00	0	.00	0	
fiscal accounts technician ii	1.00	32,731	1.00	33,123	1.00	33,123	
fiscal accounts technician i	.00	18,043	1.00	27,237	1.00	27,237	
central payroll supervisor	5.00	211,892	5.00	215,293	5.00	215,293	
exec assoc i	1.00	42,071	1.00	42,648	1.00	42,648	
central payroll clerk lead/adv	4.00	137,402	4.00	140,343	4.00	140,343	
central payroll clerk iii	5.80	137,408	4.00	130,899	4.00	130,899	
office secy iii	2.00	29,763	1.00	29,347	1.00	29,347	
central payroll clerk ii	.00	93,936	7.00	205,644	7.00	205,644	
office secy ii	.00	21,536	1.00	30,803	1.00	30,803	
central payroll clerk i	8.00	130,250	1.00	25,806	1.00	25,806	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a09 Central Payroll Bureau							
e00a0901 Payroll Management							
fiscal accounts clerk i	1.00	6,038	.00	0	.00	0	
TOTAL e00a0901*	38.50	1,438,580	37.50	1,536,673	37.50	1,536,673	
TOTAL e00a09 **	38.50	1,438,580	37.50	1,536,673	37.50	1,536,673	
e00a10 Information Technology Division							
e00a1001 Technology Support and Computer Center Operations							
exec vii	1.00	96,961	1.00	98,878	1.00	98,878	
prgm mgr senior ii	1.00	88,273	1.00	91,007	1.00	91,007	
dp director iii	.00	2,200	.00	0	.00	0	
dp asst director iii	2.00	152,144	2.00	154,750	2.00	154,750	
dp asst director ii	3.00	250,852	4.00	286,858	4.00	286,858	
data base spec manager	1.00	66,701	1.00	68,415	1.00	68,415	
dp asst director i	1.00	68,630	1.00	68,415	1.00	68,415	
dp programmer analyst manager	3.00	137,270	3.00	185,235	3.00	185,235	
dp technical support spec manag	2.00	134,816	2.00	135,515	2.00	135,515	
obs-data proc director i	1.00	67,338	1.00	68,415	1.00	68,415	
it systems technical spec super	3.00	279,104	5.00	336,867	5.00	336,867	
computer network spec supr	1.00	63,537	1.00	64,029	1.00	64,029	
data base spec supervisor	2.00	126,572	2.00	128,058	2.00	128,058	
dp programmer analyst superviso	11.00	453,725	7.00	429,503	7.00	429,503	
dp technical support spec super	4.00	251,856	5.00	316,485	5.00	316,485	
fiscal services administrator i	.00	45,904	1.00	57,011	1.00	57,011	
it systems technical spec	8.00	486,897	9.00	551,404	9.00	551,404	
obs-fiscal administrator iii	1.00	9,080	.00	0	.00	0	
computer network spec lead	2.00	29,119	.00	0	.00	0	
data base spec ii	3.00	163,284	3.00	164,296	3.00	164,296	
dp programmer analyst lead/adva	16.00	849,153	17.00	957,092	17.00	957,092	
dp technical support spec ii	6.00	293,220	6.00	324,526	6.00	324,526	
computer info services spec sup	.00	22,821	1.00	50,941	1.00	50,941	
computer network spec ii	3.00	155,198	4.00	192,296	4.00	192,296	
dp programmer analyst ii	6.00	309,274	7.00	357,063	7.00	357,063	
dp staff spec	1.00	48,788	1.00	49,969	1.00	49,969	
webmaster ii	1.00	114,879	3.00	148,955	3.00	148,955	
accountant, advanced	1.00	43,010	1.00	43,351	1.00	43,351	
computer network spec i	1.00	29,494	.00	0	.00	0	
dp functional analyst ii	.00	0	1.00	49,572	1.00	49,572	
dp programmer analyst i	1.00	41,389	.00	0	.00	0	
dp technical support spec i	.00	0	1.00	46,792	1.00	46,792	
webmaster i	2.00	32,505	.00	0	.00	0	
admin officer iii	1.00	43,892	1.00	44,670	1.00	44,670	
computer info services spec ii	1.00	45,641	3.00	139,273	3.00	139,273	
dp functional analyst i	.00	19,292	1.00	46,419	1.00	46,419	
dp technical support spec train	1.00	42,409	.00	0	.00	0	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e00a10 Information Technology Division							
e00a1001 Technology Support and Computer Center Operations							
computer info services spec i	3.00	109,249	.00	0	.00	0	
admin spec ii	1.00	25,015	1.00	27,982	1.00	27,982	
computer operator mgr i	1.00	56,255	1.00	57,658	1.00	57,658	
computer operator supr	6.00	258,942	6.00	265,042	6.00	265,042	
computer operator lead	.00	247,514	7.00	285,026	7.00	285,026	
computer operator ii	30.00	816,480	21.00	764,721	21.00	764,721	
computer operator i	5.00	64,946	2.00	66,998	2.00	66,998	
computer operator trainee	3.00	55,957	1.00	23,096	1.00	23,096	
building guard ii	2.00	51,913	2.00	53,237	2.00	53,237	
obs-fiscal accounts supervisor	1.00	36,734	1.00	38,880	1.00	38,880	
exec assoc i	1.00	44,205	1.00	44,314	1.00	44,314	
management associate	1.00	39,886	1.00	39,947	1.00	39,947	
admin aide	1.00	47,453	2.00	64,787	2.00	64,787	
data entry operator supr	2.00	63,154	2.00	64,492	2.00	64,492	
office secy iii	3.00	58,600	2.00	63,551	2.00	63,551	
data entry operator lead	4.00	114,663	4.00	119,952	4.00	119,952	
office services clerk	.00	7,989	1.00	22,260	1.00	22,260	
data entry operator ii	5.00	121,405	4.00	114,074	4.00	114,074	
data entry operator i	.00	14,967	1.00	19,617	1.00	19,617	
building services worker ii	1.00	24,843	1.00	24,733	1.00	24,733	
TOTAL e00a1001*	161.00	7,325,398	157.00	7,816,427	157.00	7,816,427	
TOTAL e00a10 **	161.00	7,325,398	157.00	7,816,427	157.00	7,816,427	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e20b01 Treasury Management							
e20b0101 Treasury Management							
treasurer state of maryland	1.00	96,548	1.00	106,250	1.00	114,584	
chf deputy treasurer	1.00	89,758	1.00	104,000	1.00	104,000	
div dir ofc atty general	1.00	100,004	1.00	101,982	1.00	101,982	
prgm mgr senior ii	.00	53,603	1.00	85,837	1.00	85,837	
prgm mgr senior i	2.00	181,271	2.00	154,523	2.00	154,523	
dp director ii	1.00	36,151	1.00	70,893	1.00	70,893	
prgm mgr iii	1.00	64,855	1.00	51,697	1.00	51,697	
treasury spec vii	1.00	2,448	1.00	63,823	1.00	63,823	
dp programmer analyst manager	1.00	55,683	1.00	58,593	1.00	58,593	
treasury spec vi	3.00	227,959	3.00	182,999	3.00	182,999	
computer network spec lead	1.00	52,852	1.00	54,412	1.00	54,412	
dp programmer analyst lead/adva	1.00	51,360	1.00	53,371	1.00	53,371	
fiscal services chief i	1.00	55,698	1.00	66,022	1.00	66,022	
dp programmer analyst i	.00	0	1.00	37,255	1.00	37,255	
dp programmer analyst i	1.00	44,847	.00	0	.00	0	
obs-data proc mgr ii	1.00	46,778	1.00	47,701	1.00	47,701	
obs-fiscal specialist iii	1.00	54,448	1.00	50,535	1.00	50,535	
treasury spec v	3.00	90,804	3.00	142,356	3.00	142,356	
treasury spec iv	2.00	59,770	2.00	91,989	2.00	91,989	
treasury spec iii	6.00	181,286	6.00	234,414	6.00	234,414	
treasury spec iii	1.00	42,230	1.00	43,472	1.00	43,472	
treasury spec ii	1.00	91,708	1.00	41,504	1.00	41,504	
obs-data proc supv ii, edp	1.00	38,019	1.00	38,880	1.00	38,880	
management associate	1.00	0	1.00	30,664	1.00	30,664	
admin aide	1.00	35,047	1.00	35,740	1.00	35,740	
obs-fiscal clerk iii, general	1.00	10,707	1.00	22,260	1.00	22,260	
TOTAL e20b0101*	35.00	1,763,834	36.00	1,971,172	36.00	1,979,506	
TOTAL e20b01 **	35.00	1,763,834	36.00	1,971,172	36.00	1,979,506	
e20b02 Insurance Protection							
e20b0201 Insurance Management							
asst attorney general viii	1.00	88,862	1.00	89,249	1.00	89,249	
prgm mgr senior i	1.00	77,858	1.00	81,890	1.00	81,890	
treasury spec vii	1.00	6,117	1.00	76,005	1.00	76,005	
treasury spec vi	2.00	99,251	2.00	114,391	2.00	114,391	
casualty claims adjuster super	3.00	89,229	3.00	148,846	3.00	148,846	
casualty claims adjuster lead	1.00	88,311	1.00	46,419	1.00	46,419	
casualty claims adjuster ii	1.00	54,675	1.00	41,044	1.00	41,044	
treasury spec iii	1.00	53,829	1.00	44,314	1.00	44,314	
casualty claims adjuster i	2.00	71,591	2.00	73,359	2.00	73,359	
treasury spec ii	1.00	35,588	1.00	37,721	1.00	37,721	
admin spec iii	1.00	37,676	1.00	36,717	1.00	36,717	
casualty claims adjuster associ	1.00	38,852	1.00	32,863	1.00	32,863	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e20b02 Insurance Protection							
e20b0201 Insurance Management							
management assoc	1.00	38,681	1.00	39,191	1.00	39,191	
TOTAL e20b0201*	17.00	780,520	17.00	862,009	17.00	862,009	
TOTAL e20b02 **	17.00	780,520	17.00	862,009	17.00	862,009	
e50c00 State Department of Assessments and Taxation							
e50c0001 Office of the Director							
dir dept assessmnts taxation	1.00	102,770	1.00	104,804	1.00	104,804	
dep dir assmts and tax	1.00	89,617	1.00	91,390	1.00	91,390	
exec iv	1.00	73,746	1.00	75,206	1.00	75,206	
principal counsel	1.00	99,443	1.00	101,154	1.00	101,154	
asst attorney general vii	1.00	82,133	1.00	83,502	1.00	83,502	
asst attorney general vi	1.00	76,863	1.00	78,128	1.00	78,128	
administrator v	1.00	17,667	.00	0	.00	0	
prgm mgr ii	.00	43,748	1.00	67,100	1.00	67,100	
personnel administrator iii	1.00	61,833	1.00	62,801	1.00	62,801	
fiscal services administrator i	1.00	52,007	1.00	61,597	1.00	61,597	
accountant supervisor i	1.00	7,253	1.00	39,766	1.00	39,766	
administrator ii	2.00	107,017	2.00	110,054	2.00	110,054	
personnel officer ii	1.00	46,991	1.00	47,319	1.00	47,319	
accountant i	1.00	0	.00	0	.00	0	
admin officer ii	1.00	43,547	1.00	44,314	1.00	44,314	
admin spec iii	1.00	38,876	1.00	38,880	1.00	38,880	
admin spec ii	1.00	35,797	1.00	35,740	1.00	35,740	
personnel associate iii	1.00	36,697	1.00	37,423	1.00	37,423	
personnel associate ii	1.00	34,720	1.00	35,740	1.00	35,740	
personnel associate i	1.00	32,843	1.00	33,493	1.00	33,493	
personnel clerk	1.00	24,860	1.00	25,545	1.00	25,545	
obs-executive associate iii	1.00	47,370	1.00	48,084	1.00	48,084	
exec assoc i	.00	0	1.00	32,715	1.00	32,715	
obs-executive associate i	1.00	37,110	.00	0	.00	0	
management assoc	1.00	39,805	1.00	40,718	1.00	40,718	
fiscal accounts clerk superviso	1.00	37,405	1.00	38,145	1.00	38,145	
admin aide	1.00	35,470	1.00	35,740	1.00	35,740	
office secy iii	1.00	32,024	1.00	33,493	1.00	33,493	
fiscal accounts clerk ii	3.00	89,120	3.00	93,090	3.00	93,090	
TOTAL e50c0001*	30.00	1,426,732	29.00	1,495,941	29.00	1,495,941	
e50c0002 Real Property Valuation							
exec iv	1.00	76,977	1.00	78,501	1.00	78,501	
prgm mgr iv	2.00	152,750	2.00	154,750	2.00	154,750	
supv of assessments cnty scale	3.00	304,153	3.00	317,991	3.00	332,656	
supv of assessments class a	2.00	142,948	2.00	146,214	2.00	146,214	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e50c0002 Real Property Valuation							
administrator v	.00	0	1.00	48,405	1.00	48,405	
assmnts area supv ii	2.00	134,927	2.00	136,830	2.00	136,830	
supv of assessments class b	7.00	432,099	7.00	439,866	7.00	439,866	
administrator iii	1.00	54,423	1.00	42,453	1.00	42,453	
assmnts area supv i	4.00	240,463	5.00	286,253	5.00	286,253	
supv of assessments class c	12.00	677,670	12.00	689,413	12.00	689,413	
assmnts asst supv class a	3.00	191,746	3.00	195,423	3.00	195,423	
assmnts asst supv cnty scale	2.00	169,102	2.00	175,480	2.00	181,622	
assmnts asst supv class b	7.00	378,074	7.00	385,189	7.00	385,189	
assmnts office manager a	4.00	195,214	4.00	202,969	4.00	202,969	
supv property maps	1.00	53,960	1.00	55,027	1.00	55,027	
assessor adv commercial indus	.00	303,032	10.00	485,449	10.00	485,449	
assessor mgr real property	12.00	563,397	10.00	490,162	10.00	490,162	
assmnts asst supv class c	10.00	503,553	11.00	554,922	11.00	554,922	
assessor supv i cnty scale	4.00	309,567	4.00	309,684	4.00	271,620	
assessor ii commercial indust	39.00	1,382,154	28.00	1,284,124	28.00	1,284,124	
assessor supv real property	29.00	1,209,012	28.00	1,306,093	28.00	1,306,093	
assmnts office manager assistan	5.00	171,479	4.00	171,516	4.00	171,516	
assessor advanced real property	36.00	1,318,729	33.00	1,385,906	33.00	1,385,906	
assessor i commercial industr	.00	245,328	8.00	326,432	8.00	326,432	
assmnts office manager b	7.00	300,721	7.00	307,690	7.00	307,690	
assessor iii real property	68.00	2,699,581	71.00	2,728,032	71.00	2,728,032	
assmnts office manager c	12.00	475,193	12.00	481,158	12.00	481,158	
assessor iii cnty scale	1.00	37,178	1.00	30,000	1.00	22,809	
assessor supv ii cnty scale	6.00	488,353	6.00	498,650	6.00	457,821	
assmnts office manager assistan	7.00	254,527	7.00	254,505	7.00	254,505	
assessor ii real property	25.00	477,604	20.00	669,953	20.00	669,953	
assessor i real property	18.00	414,662	14.00	409,675	14.00	409,675	
assmnts commercial industrial c	1.00	77,392	1.00	77,421	1.00	77,421	
cartographer iii	1.00	38,626	1.00	38,880	1.00	38,880	
cartographer ii	8.00	243,247	6.00	214,440	6.00	214,440	
assessor assoc real property	3.00	81,735	3.00	84,843	3.00	84,843	
exec assoc i	.00	3,783	1.00	41,839	1.00	41,839	
assmnts records supv iii	11.00	409,179	12.00	422,896	12.00	422,896	
assmnts records supv ii	3.00	98,722	3.00	100,479	3.00	100,479	
office secy iii	5.00	158,800	5.00	167,477	3.00	100,491	Abolish
assmnts records supv i	13.00	421,390	14.00	446,085	14.00	446,085	
office secy ii	9.00	257,214	8.00	252,449	8.00	252,449	
office services clerk lead	1.00	30,140	1.00	30,226	1.00	30,226	
office secy i	2.00	58,950	2.00	59,976	2.00	59,976	
office services clerk	120.50	3,152,165	114.00	3,293,607	109.00	3,159,123	Abolish
obs-office clerk ii	4.00	37,160	.00	0	.00	0	
office clerk ii	14.00	364,442	22.00	526,983	22.00	526,983	
office processing clerk ii	.00	17,356	1.00	22,487	1.00	22,487	
obs-office clerk i	8.00	40,825	.00	0	.00	0	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol

e50c0002 Real Property Valuation							
obs-typist clerk iv	1.00	4,185	.00	0	.00	0	
office clerk i	9.00	212,275	4.00	94,006	3.00	73,659	Abolish
office clerk assistant	1.00	13,247	.00	0	.00	0	
assmnts supv cnty scale	3.00	182,110	3.00	140,616	3.00	152,821	
assmnts clerk cnty scale	1.00	45,639	1.00	47,832	1.00	49,506	

TOTAL e50c0002*	548.50	20,307,158	529.00	21,111,257	521.00	20,838,042	
e50c0004 Office of Information Technology							
prgm mgr senior iii	1.00	94,787	1.00	95,401	1.00	95,401	
dp director iii	1.00	0	.00	0	.00	0	
dp director i	1.00	71,940	1.00	73,107	1.00	73,107	
dp asst director i	1.00	66,058	1.00	68,415	1.00	68,415	
computer network spec mgr	1.00	67,338	1.00	68,415	1.00	68,415	
computer network spec supr	1.00	62,787	1.00	64,029	1.00	64,029	
data base spec supervisor	1.00	61,583	1.00	62,801	1.00	62,801	
dp programmer analyst superviso	1.00	48,572	1.00	61,597	1.00	61,597	
data base spec ii	1.00	57,098	1.00	58,783	1.00	58,783	
dp programmer analyst lead/adva	3.00	216,819	4.00	242,158	4.00	242,158	
computer info services spec sup	1.00	54,210	1.00	55,027	1.00	55,027	
computer network spec ii	2.00	104,596	2.00	106,919	2.00	106,919	
dp programmer analyst ii	2.00	103,442	2.00	105,968	2.00	105,968	
webmaster ii	.00	30,148	1.00	39,766	1.00	39,766	
administrator i	.00	0	1.00	50,535	1.00	50,535	
dp programmer analyst i	.00	18,985	1.00	47,701	1.00	47,701	
computer info services spec ii	4.00	164,115	5.00	219,856	5.00	219,856	
dp programmer analyst trainee	.00	18,028	.00	0	.00	0	
assessor advanced personal prop	1.00	0	.00	0	.00	0	
assessor iii real property	.00	40,907	.00	0	.00	0	
computer info services spec i	2.00	50,382	.00	0	.00	0	
management associate	1.00	31,894	1.00	40,718	1.00	40,718	
office clerk i	1.00	0	.00	0	.00	0	

TOTAL e50c0004*	26.00	1,363,689	26.00	1,461,196	26.00	1,461,196	
e50c0005 Business Property Valuation							
exec iv	1.00	87,842	1.00	89,580	1.00	89,580	
prgm mgr iii	1.00	77,249	1.00	79,019	1.00	79,019	
prgm mgr ii	1.00	66,951	1.00	68,415	1.00	68,415	
prgm mgr i	1.00	158,571	3.00	180,453	3.00	180,453	
administrator ii	2.00	19,135	.00	0	.00	0	
administrator i	3.00	148,982	3.00	151,605	3.00	151,605	
admin officer iii	2.00	93,303	2.00	94,638	2.00	94,638	
assessor iv personal property	1.00	45,965	1.00	47,319	1.00	47,319	
admin officer ii	1.00	40,837	1.00	41,044	1.00	41,044	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e50c0005 Business Property Valuation							
assessor advanced personal prop	3.00	142,797	5.00	212,218	5.00	212,218	
admin officer i	.00	15,131	1.00	40,718	1.00	40,718	
assessor iii pers property	10.00	450,791	13.00	508,267	13.00	508,267	
admin spec iii	1.00	24,828	.00	0	.00	0	
assessor ii pers property	5.00	122,884	1.00	31,303	1.00	31,303	
assessor i pers property	4.00	95,577	4.00	116,723	4.00	116,723	
admin aide	1.00	34,816	1.00	35,066	1.00	35,066	
office secy ii	6.50	132,512	4.50	123,988	4.50	123,988	
office secy i	.00	10,374	1.00	22,260	.00	0	Abolish
office services clerk	1.00	29,885	1.00	29,988	1.00	29,988	
office clerk ii	1.00	27,823	1.00	28,118	1.00	28,118	
office clerk i	1.00	48,563	2.00	50,342	2.00	50,342	
office processing clerk i	1.00	4,782	.00	0	.00	0	
TOTAL e50c0005*	47.50	1,879,598	47.50	1,951,064	46.50	1,928,804	
e50c0008 Property Tax Credit Programs							
prgm mgr ii	1.00	62,328	1.00	62,096	1.00	62,096	
administrator ii	1.00	15,356	.00	0	.00	0	
admin officer iii	.00	0	1.00	34,908	1.00	34,908	
admin spec iii	3.00	120,443	4.00	154,063	4.00	154,063	
admin spec ii	1.00	29,633	.00	0	.00	0	
assmnts records supv iii	2.00	69,767	2.00	71,480	2.00	71,480	
assmnts records supv i	3.00	92,629	3.00	95,375	3.00	95,375	
office secy ii	1.00	25,050	1.00	25,545	1.00	25,545	
office secy i	.00	0	1.00	22,260	1.00	22,260	
office services clerk	21.00	545,516	20.00	557,926	19.00	527,938	Abolish
obs-office clerk i	4.00	25,358	.00	0	.00	0	
office clerk i	4.00	116,878	6.00	136,069	6.00	136,069	
assmnts clerk cnty scale	1.00	46,123	1.00	46,124	1.00	49,410	
TOTAL e50c0008*	42.00	1,149,081	40.00	1,205,846	39.00	1,179,144	
e50c0010 Charter Unit							
prgm mgr ii	1.00	108,864	2.00	129,320	2.00	129,320	
charter specialist iii	6.00	246,256	5.00	267,914	5.00	267,914	
administrator i	1.00	49,088	.00	0	.00	0	
admin officer i	1.00	40,818	1.00	41,504	1.00	41,504	
admin spec iii	1.00	37,769	1.00	38,880	1.00	38,880	
admin spec ii	2.00	173,868	6.00	212,473	6.00	212,473	
admin spec i	4.00	33,060	.00	0	.00	0	
paralegal ii	1.00	37,405	1.00	38,145	1.00	38,145	
fiscal accounts technician ii	.00	33,174	1.00	33,123	1.00	33,123	
obs-fiscal associate i	1.00	811	.00	0	.00	0	
admin aide	1.00	34,127	1.00	35,066	1.00	35,066	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e50c0010 Charter Unit							
office supervisor	2.00	65,776	2.00	69,499	2.00	69,499	
data entry operator supr	2.00	61,150	2.00	64,492	2.00	64,492	
office secy iii	4.00	122,166	4.00	131,527	4.00	131,527	
office secy ii	1.00	31,080	1.00	31,992	1.00	31,992	
office services clerk lead	1.00	88,153	3.00	89,558	3.00	89,558	
services specialist	1.00	31,580	1.00	31,992	1.00	31,992	
office services clerk	9.00	214,224	8.00	223,954	8.00	223,954	
data entry operator ii	1.00	19,145	1.00	21,675	1.00	21,675	
obs-office clerk ii	3.00	17,638	.00	0	.00	0	
office clerk ii	10.00	298,922	21.00	497,637	21.00	497,637	
data entry operator i	3.00	58,961	3.00	63,347	3.00	63,347	
obs-office clerk i	5.00	22,248	.00	0	.00	0	
office clerk i	7.00	132,836	.00	0	.00	0	
obs-data device oper 1	1.00	-1,613	.00	0	.00	0	
TOTAL e50c0010*	69.00	1,957,506	64.00	2,022,098	64.00	2,022,098	
TOTAL e50c00 **	763.00	28,083,764	735.50	29,247,402	725.50	28,925,225	
e75d00 State Lottery Agency							
e75d0001 Administration and Operations							
dir state lottery	1.00	126,490	1.00	128,994	1.00	128,994	
exec vi	1.00	0	1.00	79,458	1.00	79,458	
prgm mgr senior iii	1.00	90,220	1.00	91,749	1.00	91,749	
prgm mgr senior ii	2.00	169,640	2.00	173,766	2.00	173,766	
dep dir state lottery	2.00	159,241	2.00	162,389	2.00	162,389	
administrator vii	1.00	68,433	1.00	69,531	1.00	69,531	
asst attorney general vi	1.50	84,431	1.50	114,212	1.50	114,212	
prgm mgr iv	1.00	74,672	1.00	76,622	1.00	76,622	
prgm mgr iii	1.00	71,940	1.00	73,107	1.00	73,107	
administrator v	1.00	66,451	1.00	68,415	1.00	68,415	
dp programmer analyst manager	1.00	54,803	1.00	59,738	1.00	59,738	
dp quality assurance spec manag	1.00	60,892	1.00	62,096	1.00	62,096	
obs-lottery sales manager	1.00	65,110	1.00	67,100	1.00	67,100	
prgm mgr ii	5.00	319,964	5.00	330,370	5.00	330,370	
administrator iv	1.00	51,794	1.00	50,817	1.00	50,817	
prgm mgr i	7.00	324,920	7.00	384,693	7.00	384,693	
computer network spec supr	1.00	60,999	1.00	62,801	1.00	62,801	
dp programmer analyst superviso	1.00	60,999	1.00	62,801	1.00	62,801	
accountant supervisor ii	1.00	68,262	1.00	64,756	1.00	64,756	
data base spec ii	1.00	52,852	1.00	54,412	1.00	54,412	
management specialist v	1.00	52,407	1.00	57,658	1.00	57,658	
administrator ii	3.00	130,167	3.00	156,341	3.00	156,341	
computer network spec ii	1.00	59,435	1.00	60,610	1.00	60,610	
dp staff spec	1.00	51,427	1.00	52,944	1.00	52,944	
dp staff spec	1.00	52,929	1.00	53,975	1.00	53,975	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol
e75d00 State Lottery Agency							
e75d0001 Administration and Operations							
administrator i	5.00	174,116	5.00	230,146	4.00	192,891	Abolish
dp programmer analyst i	3.00	122,859	3.00	126,823	3.00	126,823	
equal opportunity officer iii	1.00	45,012	1.00	45,902	1.00	45,902	
internal auditor ii	1.00	36,813	1.00	50,535	1.00	50,535	
accountant ii	.00	0	.00	0	.00	0	
admin officer iii	3.00	121,271	3.00	138,459	3.00	138,459	
pub affairs officer ii	3.00	133,169	3.00	135,912	3.00	135,912	
admin officer ii	1.00	43,047	1.00	44,314	1.00	44,314	
agency buyer v	1.00	42,629	1.00	43,472	1.00	43,472	
accountant trainee	1.00	36,644	1.00	37,721	1.00	37,721	
computer info services spec i	1.00	39,555	1.00	40,718	1.00	40,718	
personnel specialist iii	1.00	39,352	1.00	41,504	1.00	41,504	
pub affairs officer i	7.00	230,233	7.00	239,457	7.00	239,457	
research analyst v	1.00	36,990	1.00	37,721	1.00	37,721	
admin spec iii	2.00	75,181	2.00	77,025	2.00	77,025	
lottery spec ii	.50	37,769	.50	19,440	.50	19,440	
lottery regional manager	5.00	252,877	5.00	268,844	5.00	268,844	
lottery representative iii	6.00	244,705	6.00	272,490	6.00	272,490	
lottery security supervisor	1.00	35,013	1.00	45,029	1.00	45,029	
lottery spec iii	1.00	46,874	1.00	37,645	1.00	37,645	
computer operator supr	1.00	41,821	1.00	42,648	1.00	42,648	
lottery representative ii	31.00	1,227,865	31.00	1,268,052	31.00	1,268,052	
lottery representative i	7.00	205,763	7.00	230,166	7.00	230,166	
computer operator ii	4.00	146,894	4.00	151,858	4.00	151,858	
agency buyer ii	1.00	29,568	1.00	30,153	1.00	30,153	
lottery spec i	3.00	101,582	3.00	104,565	3.00	104,565	
lottery security specialist	3.00	99,324	3.00	102,308	3.00	102,308	
fiscal accounts technician supv	1.00	40,699	1.00	41,504	1.00	41,504	
personnel technician iv	.00	0	.00	0	.00	0	
fiscal accounts technician ii	8.00	277,646	8.00	275,130	7.00	248,172	Abolish
fiscal accounts technician i	3.00	76,039	3.00	94,237	3.00	94,237	
obs-executive associate iii	1.00	45,889	1.00	46,287	1.00	46,287	
fiscal accounts clerk manager	2.00	99,370	2.00	88,628	2.00	88,628	
admin aide	3.00	105,264	3.00	104,668	3.00	104,668	
admin aide	1.00	35,047	1.00	35,740	1.00	35,740	
warehouse supervisor	1.00	34,386	1.00	35,066	1.00	35,066	
legal secretary	1.00	30,163	1.00	31,048	1.00	31,048	
office secy iii	1.00	25,270	1.00	26,243	1.00	26,243	
fiscal accounts clerk ii	12.00	283,799	12.00	356,303	12.00	356,303	
office secy ii	1.00	28,715	1.00	31,992	1.00	31,992	
obs-fiscal clerk iii, general	.00	0	.00	0	.00	0	
supply officer iii	6.00	142,853	6.00	154,871	6.00	154,871	
TOTAL e75d0001*	175.00	7,250,544	175.00	7,803,979	173.00	7,739,766	
TOTAL e75d00 **	175.00	7,250,544	175.00	7,803,979	173.00	7,739,766	

PERSONNEL DETAIL

Financial and Revenue Administration

Classification Title	FY 2002 Pos Count	FY 2002 Expenditure	FY 2003 Pos Count	FY 2003 Appropriation	FY 2004 Allow Pos	FY 2004 Allowance	Symbol

e80e00 Property Tax Assessment Appeals Boards							
e80e0001 Property Tax Assessment Appeals Boards							
admin prop tax assess appeal bd	1.00	71,627	1.00	73,701	1.00	73,701	
mbr assess appeal board	.00	256,256	.00	316,128	.00	331,600	
exec assoc i	1.00	35,784	1.00	36,628	1.00	36,628	
office secy iii	5.00	162,997	5.00	167,465	5.00	167,465	
office services clerk	2.00	53,791	2.00	54,855	2.00	54,855	

TOTAL e80e0001*	9.00	580,455	9.00	648,777	9.00	664,249	
TOTAL e80e00 **	9.00	580,455	9.00	648,777	9.00	664,249	

